HAMPDEN-SYDNEY COLLEGE

FACULTY HANDBOOK

2015-2016

Published by the
Office of the Provost and Dean of the Faculty
Hampden-Sydney College

Edited 10/2015
Approved by the Faculty 4/2015
Approved by the Trustees 5/2015
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Foreword</td>
<td>i</td>
</tr>
<tr>
<td>II. Organization of the College</td>
<td>1</td>
</tr>
<tr>
<td>A. Faculty Positions</td>
<td>1</td>
</tr>
<tr>
<td>B. Faculty Organization</td>
<td>1</td>
</tr>
<tr>
<td>III. Faculty Personnel Policy</td>
<td>11</td>
</tr>
<tr>
<td>A. Appointments</td>
<td>11</td>
</tr>
<tr>
<td>B. Additions to the Faculty</td>
<td>11</td>
</tr>
<tr>
<td>C. Tenure and Promotion</td>
<td>12</td>
</tr>
<tr>
<td>D. The Evaluation and Status of Part-Time Faculty</td>
<td>16</td>
</tr>
<tr>
<td>E. The Evaluation of Non-Tenure-Track Full-Time Faculty</td>
<td>17</td>
</tr>
<tr>
<td>F. Appeal from Adverse Decisions</td>
<td>17</td>
</tr>
<tr>
<td>G. Academic Freedom</td>
<td>18</td>
</tr>
<tr>
<td>H. Salary Determinations</td>
<td>18</td>
</tr>
<tr>
<td>I. Faculty Evaluation and Development</td>
<td>19</td>
</tr>
<tr>
<td>J. Grievance Procedure</td>
<td>21</td>
</tr>
<tr>
<td>K. Shared Academic Appointments</td>
<td>21</td>
</tr>
<tr>
<td>L. Emeritus(a) Faculty Status</td>
<td>21</td>
</tr>
<tr>
<td>IV. Faculty Benefits</td>
<td>22</td>
</tr>
<tr>
<td>A. Benefits</td>
<td>22</td>
</tr>
<tr>
<td>B. Research Support and Leaves</td>
<td>23</td>
</tr>
<tr>
<td>V. Faculty Responsibilities</td>
<td>28</td>
</tr>
<tr>
<td>A. Introduction</td>
<td>28</td>
</tr>
<tr>
<td>B. Teaching Work Loads and Assignments</td>
<td>28</td>
</tr>
<tr>
<td>C. Miscellaneous</td>
<td>30</td>
</tr>
<tr>
<td>VI. Student Affairs</td>
<td>33</td>
</tr>
<tr>
<td>VII. Librarians</td>
<td>35</td>
</tr>
<tr>
<td>A. Status</td>
<td>35</td>
</tr>
<tr>
<td>B. Terms of Service</td>
<td>35</td>
</tr>
<tr>
<td>C. Criteria for Evaluation</td>
<td>35</td>
</tr>
<tr>
<td>D. Procedure for Evaluation</td>
<td>36</td>
</tr>
<tr>
<td>Appendices</td>
<td></td>
</tr>
<tr>
<td>1. Academic Freedom and Tenure—1940 Statement of Principles and Interpretive Comments</td>
<td></td>
</tr>
<tr>
<td>2. Harassment and Discrimination Policy (including sexual harassment)</td>
<td></td>
</tr>
</tbody>
</table>
I. FOREWORD

This, the *Faculty Handbook* contains the basic policies and regulations that govern the Faculty of Hampden-Sydney College. A faculty member who signs a contract to serve at the College thereby agrees to be bound by these policies and regulations.

Additional details, other regulations, and operating procedures are to be found in the *Academic Catalogue*, *The Key*, and the *Employee Handbook* (as noted by an asterisk). Each member of the Faculty should be familiar with and abide by the contents of these documents and keep them at hand for ready reference.

Changes in the *Handbook* may be proposed in writing by the President, the Dean of the Faculty, the Faculty, any committee of the Faculty, or any voting member of the Faculty (“voting members” as used herein shall mean faculty who are tenured or tenure-track or who have achieved the status of senior lecturer, or librarians with special faculty status), or by the Board of Trustees. Such changes must be approved by both the Faculty with notice and a two-thirds vote and the Board of Trustees. If there is disagreement between the Faculty and the Board, an ad hoc conference committee of three faculty members (elected at large by the Faculty) and three Board members, chaired by the Dean of the Faculty, without vote, will resolve the differences, with the mutual agreement of the Faculty and Board. In the event of a failure to agree, the current *Faculty Handbook* will stand. Changes made in the *Faculty Handbook* during any contract year will become effective on the first of July immediately following their approval by the Faculty and Board.
II. ORGANIZATION OF THE COLLEGE

The College is governed by a self-perpetuating Board of Trustees. The names of the Trustees are listed in the current Academic Catalogue. The names of the administrative officers and the assignment of their responsibilities are listed in the Employee Handbook.

A. Faculty Positions

1. Regular, full-time faculty appointments are to the ranks of Instructor, Assistant Professor, Associate Professor, and Professor. All persons appointed to these positions are eligible for tenure or are tenured. All are also appointed to a department, or departments, or programs of the College. All have a vote in general faculty meetings.

2. Special, part-time, and visiting appointments are to the following ranks:
   Lecturer: A title given one appointed on a semester or yearly contract to give a series of lectures or courses in a given professional field; appointee is not eligible for tenure.
   Visiting Assistant, Associate, or Full Professor: A full-time appointment, for no more than six years; appointee is not eligible for tenure.
   Part-time appointments at the Assistant, Associate, or full Professor level: An open-ended appointment, with or without stipend, of a person of substantial professional calibre who is given a semester or yearly contract to teach a course or series of courses; appointee is not eligible for tenure.

Faculty members holding these special, part-time visiting appointments do not have a vote in general faculty meetings, except that the privilege to vote is granted to faculty members holding appointment as Senior Lecturer by virtue of length of service. (See III.D.)

Faculty members holding these special, part-time visiting appointments are eligible for fringe benefits if they teach at least 11 contact hours per year.

B. Faculty Organization

Subject to the approval of the Trustees, or their committees, “the Faculty (i) shall have responsibility for the content, quality, and effectiveness of the curriculum, as well as requirements for entrance to and graduation from the College, (ii) shall have responsibility for the academic quality of any course work or credit recorded on the institution’s transcript, (iii) shall, through the President, recommend to the Board of Trustees those students upon whom it desires to confer degrees, (iv) shall have responsibility for establishing and recommending each year’s academic calendar to the Board of Trustees and (v) shall, in consultation with the President and Provost/Dean of the Faculty, develop such policies that protect academic freedom and contribute to the best possible environment for the Faculty to teach, pursue their scholarship, and participate in the College community.” (Bylaw Article XV, ¶ 4). In addition, “the Faculty shall have jurisdiction over all matters of discipline that
may result in a student's separation from the College, such separation being subject to final
determination on appeal to the Executive Committee of the Trustees” (Bylaw Article XV, ¶ 5).

The Faculty meets on the second Monday in September and on the first Monday of each
following month during the academic year to hear reports of committees and to take official
actions (except for the regular May meeting, which, at the discretion of the President or the
Dean of the Faculty, may take place on the last Monday of April). If the first Monday of a
month coincides with fall break or spring break, then that month’s meeting of the Faculty
will be held on the second Monday of the month. A quorum is defined as a majority of all
voting members. Additional faculty meetings may be called when the President, the Dean of
the Faculty, or the Faculty thinks a useful purpose would be served. If there is no objection
by a faculty member, the President or the Dean of the Faculty may cancel a faculty meeting
because of insufficient business or inclement weather. The President or his designee
normally chairs all regular faculty meetings. If the chairman is absent or vacates the chair for
any reason, the chair is taken temporarily by the next eligible officer, in the following order
of priority: President, Dean of the Faculty, Associate Dean of the Faculty, Clerk of the
Faculty. If the Clerk is absent, the chair will appoint a clerk pro tempore. The duration of
faculty meetings cannot exceed one and one-half hours without a vote to suspend the rules.

Special meetings may be called by the President or the Dean of the Faculty. Such meetings
may also be called upon the written request of a quorum of the Faculty. One week’s written
notice (except in cases of dire emergency) of any special meeting must be given. The notice
must state the subject of the special meeting, and the business of the special meeting must be
restricted to the stated subject.

1. Faculty Committees: The Faculty has organized itself into committees in order to
expedite carrying out its responsibilities. The changes in membership of these
committees and of other offices are determined each year at the regular April meeting of
the Faculty, the special order for which shall be the elections for committee members and
officers. Changes take effect on the first of July of that year. Additional committees,
both standing and special, may be created by administrative or Faculty initiative, as
circumstances require. Each faculty committee is to convene early in each new academic
year for the purpose of organizing and setting the time for its meetings. The Chair should
provide members with an agenda several days prior to each meeting, and the secretary
should distribute copies of the minutes to each member (including the President and Dean
of the Faculty, who are ex officio members of all faculty committees). In the event that a
member of the faculty who serves on a faculty committee or as Clerk of the Faculty, or as
representative to the Board of Trustees, the President's Council, or the NCAA should
become unable to fulfill the duties of the position (by illness, resignation, or other
circumstance), the President of the College may appoint a substitute *pro tempore* until a special election can be held.

The standing committees of the Faculty are:

a. **Academic Affairs Committee**: (The Committee may establish sub-committees and *ad hoc* committees for purpose definite to report to it. The three divisional representatives constitute the Executive Committee of the Faculty, which takes emergency actions on behalf of the Faculty and approves the minutes of regular May Faculty meetings and any special meetings held between the regular May meeting and the summer recess.)

   **Responsibilities**: General educational policy, new academic programs and departments, curriculum and course approval, non-classroom educational resources (e.g., audiovisual materials, computer programs, library), remedial and study skills programs, academic calendar, and nominations of committee members where needed. The Committee will also approve academic scheduling of class times on behalf of the faculty.

   **Membership**:

   3 faculty members, 1 elected from each division, by each division, for three-year staggered terms.
   1 faculty member elected at large and 1 faculty member appointed by the President for 2-year staggered terms.
   1 student elected annually in the Spring by faculty members of the Committee.
   Dean of the Faculty, *ex officio*.
   (Chair to be elected annually from the ranks of the Faculty on the committee.)

   **Committees under the supervision** of the Academic Affairs Committee:

i. **Honors Council**:

   **Responsibilities**: Recruitment of honors scholars; coordination of departmental honors for juniors and seniors; administration of a program of book seminars, lectures, and cultural events; administration of Introductory Honors Program; administration of the Honors Scholarship program.

   **Membership**:

   3 faculty members, one from each division, appointed by the Dean for three-year staggered terms.
   2 students drawn from the ranks of honors scholars (one either a junior or senior, and one either a freshman or sophomore), appointed by the Dean of the Faculty on the recommendation of the Director of the Honors Program.
   Director, appointed by the Dean of the Faculty from the ranks of the Faculty.
Associate Director, appointed by the Dean of the Faculty from the ranks of the Faculty.
Dean of the Faculty, ex officio.

ii. Admissions and Financial Aid Committee:

Responsibilities: Supervision and implementation of the admissions and financial aid policy established by the Faculty.

Membership:

Dean of Admissions (Chair).
3 faculty members elected one each year, for three-year staggered terms, by the Faculty.
1 faculty member appointed annually by the President after the above election.
Dean of Students, ex officio
(The chair shall invite such other members of the Administration as shall be appropriate to sit in on meetings when needed.)

iii. Assessment Committee:

Responsibilities: Coordinating departmental and program assessments, recommending approaches to assessment to departments and programs, working with visiting assessment teams, and making recommendations on future assessment strategies to the Dean of the Faculty.

Membership:

3 faculty members, one from each division, elected by the division, for 3-year staggered terms.
Dean of the Faculty, ex officio.
1 faculty member appointed by the Dean of the Faculty for a 3-year term.
Chair, appointed by the Dean of the Faculty for a 3-year term.

iv. Health Sciences Committee:

Responsibilities: Advice and counsel for premedical and predental students; liaison with schools of dentistry, medicine, and osteopathic medicine; preparation of recommendations for applicants to such schools.

Membership:

4 faculty members, at least two of whom should represent the natural sciences, appointed by the President for four-year staggered terms.
(Chair appointed by the President from among the members.)
v. Human Research Review Committee:

Responsibilities: Review those research activities on human subjects that are described in the statutes of the Commonwealth of Virginia and Department of Health and Human Services federal regulations.

Membership:

3 faculty members (tenured or non-tenured), one from each division, appointed for three-year staggered terms by the Dean of the Faculty.
1 student member, appointed for one year, by the Dean of Students.
1 member of the College administration appointed for a three-year term by the President of the College.
1 community member not otherwise associated with the College nor an immediate family member of a person associated with the College, appointed for a three-year term by the Dean of the Faculty.
(Alternates appointed as necessary by the Dean of the Faculty.)
Dean of the Faculty, ex officio.
(Chair to be elected annually from the ranks of the Faculty on the committee.)

vi. International Studies Committee:

Responsibilities: Generation and evaluation of programs entailing foreign study, promotion of participation in such study, and screening applicants for foreign study.

Membership:

3 faculty members, one from each division, elected by the division, for three-year staggered terms.
1 faculty member, elected at large by the faculty.
1 faculty member appointed annually by the Dean of the Faculty.
Director of International Studies, ex officio.
Dean of the Faculty, ex officio.
(Chair to be elected annually from within the committee.)

vii. Western Culture Committee

Responsibilities: regular review of the Western Culture courses and program; creation and/or review of proposals for changing the program structure or course content; coordinating training of new and current instructors in the program; drafting guides and policies for the administration of the program and delivery of the courses, which must be approved by a majority of the Western Culture teaching faculty.

Membership:

3 faculty members from among the Western Culture teaching faculty, one from each division, elected by the division for three-year staggered terms.
Director, appointed by the Dean of Faculty from the ranks of the faculty for a three-year term, who serves as the chair of the committee. Dean of the Faculty, *ex officio*.

b. Faculty Affairs Committee:

**Responsibilities:** Faculty oversight of policies affecting the faculty, including the *Faculty Handbook*.

**Membership:**

- 3 faculty members, one elected from each division, by each division, for three-year staggered terms.
- 3 faculty members from tenured faculty, one from each division, elected by the faculty as a whole, for three-year staggered terms.
- Dean of the Faculty, *without vote*.
  (Chair to be elected from among, and by, the elected committee members.)

Committees under the supervision of the Faculty Affairs Committee:

i. Promotion and Tenure Committee:

**Responsibilities:** Advice to the Dean of the Faculty on faculty hiring, promotion, and tenure.

**Membership:** (elected from tenured faculty)

- 3 faculty members, one elected from each division, by each division, for three-year staggered terms.
- 3 faculty members, one from each division, elected by the faculty as a whole, for three-year staggered terms.
  (Chair to be elected from among, and by, the elected committee members.)

ii. Committee on Professional Development:

**Responsibilities:** Oversight of faculty research and development, including review of funded summer research and sabbaticals, development of general policy on support of faculty research, planning and implementation of faculty development programs, and advice to the Dean of the Faculty on the funding of faculty research, sabbaticals, and development.

**Membership:**

- 3 faculty members, one elected from each division, by each division, for three-year staggered terms.
- 3 faculty members from tenured faculty, one from each division, elected by the faculty, for three-year staggered terms.
iii. **Gender Issues Committee:**

**Responsibilities:** Review and make recommendation on concerns related to gender in the areas of college policy, curriculum, faculty evaluation, and cultural activities.

**Membership:**

- 3 faculty members (tenured or untenured), one elected from each division, by each division, for three-year staggered terms.
- 1 faculty member (tenured or untenured) elected as a whole for a two-year term.
- 1 faculty member appointed by the Dean of the Faculty for a two-year term.
- 2 students appointed by the President of the College annually in the spring.

College Chaplain, *ex officio*  
(Chair to be elected annually from the ranks of the Faculty on the committee.)

c. **Student Affairs Committee:**

**Responsibilities:** Review, explication, and recommendation of policies and regulations pertaining to student life, including athletics and recreation, community service, disciplinary procedures, religious life, housing, food services, counseling and career services, vehicular traffic, and other non-academic aspects of campus life.

**Membership:**

- 3 faculty members, one elected at large each year for a three-year term. At least one member of the committee must be tenured.
- President of the Student Body.
- 2 students appointed by the President of the College annually in the Spring.
- Dean of Students, *ex officio*  
(Chair to be elected annually from the ranks of the Faculty on the committee.)

Committees under the supervision of the Student Affairs Committee:

i. **Athletic Committee:**

**Responsibilities:** Implementation of athletic activities policies established by the Faculty, oversight and review of varsity and intramural athletic programs, liaison between the Athletic Director and the Faculty.
Membership:

Athletic Director.
Dean of Students.
Faculty Athletic Representative to the NCAA.
Three additional faculty members, one elected at large each year for a three-year term
1 student appointed by the President of the College each Spring.
(Chair to be elected annually from the ranks of the Faculty on the committee.)

ii. Lectures and Programs Committee:

Responsibilities: Planning, coordinating, and implementing the co-curricular program of intellectual, cultural, and aesthetic activities.

Membership:

3 faculty members, serving three-year staggered terms, 1 appointed by the President,
2 elected by the Faculty.
4 students chosen annually in the Spring by the Student Body President.
Dean of Students.
(Chair to be elected annually from the ranks of the Faculty on the committee.)

d. Budget-Audit Committee:

Responsibilities: Annual review and evaluation of the priorities reflected in the budget and the general fiscal condition of the College -- the findings to be reported to the Faculty, student body, and Trustees. The committee members will serve as the faculty representatives on the Budgeting/Planning Committee of the College.

Membership:

4 faculty members, one from each division and one from the faculty at large, elected by the faculty as a whole for four-year staggered terms.
(Chair to be elected from within the committee.)

e. Committee for Faculty Appointments:

Responsibilities: Advise and make recommendations to the Dean of the Faculty on replacements at the time of retirements, resignations, and other departures; the addition of new continuing positions to established departments or programs; and the addition of a continuing position in an academic discipline, department, or program not presently represented in the curriculum.

Membership:

6 tenured faculty members, two from each of the three academic divisions: of the six members, three shall come from the Faculty Affairs Committee and three from the
Academic Affairs Committee, appointed by the Dean of the Faculty. Except as hereinafter provided, the chairs of those Committees shall be members of the Committee on Faculty Appointments. Members of those committees who are untenured and those who belong to departments seeking to fill a position will be ineligible to serve. In those instances in which either the FAC or AAC has an insufficient number of members eligible to serve on the Committee, the Dean shall select a faculty member who is from the same division as the ineligible member and, if possible, who has served on the Committee within the past three years.

f. Grievance Committee:

Responsibilities: Hearing grievances, including appeals of tenure, promotion, and hiring decisions.

Membership: (elected from tenured faculty)

5 faculty members elected at large for three-year staggered terms.
2 first and second alternate faculty members elected at large for a one-year term (to serve as a substitute should any regular member be involved in a given case).
Administrative officers are not eligible to serve.
(Chair to be elected from within the committee.)

g. Benefits Committee:

Responsibilities: Annual review of the benefits provided in employment contracts at the College. The committee members will serve as the faculty representatives to the College Benefits Committee.

Membership:

3 faculty members, one elected each year by the faculty as a whole for three-year staggered terms.
1 faculty member appointed annually by the President after the above election.

2. Divisions and Departments: For the purpose of fostering the educational program, the faculty is divided into divisions and departments. This structure, per se, is not intended to inhibit the offering of courses in academic disciplines not listed or of courses of an interdisciplinary nature. The respective divisions and departments are as follows:

<table>
<thead>
<tr>
<th>Humanities Division:</th>
<th>Natural Science Division:</th>
<th>Social Sciences:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classics</td>
<td>Biology</td>
<td>Economics</td>
</tr>
<tr>
<td>English</td>
<td>Chemistry</td>
<td>Government &amp;</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>Mathematics &amp; Computer Science</td>
<td>Foreign Affairs</td>
</tr>
<tr>
<td>Modern Languages</td>
<td>Philosophy</td>
<td>History</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Religion</td>
<td>Psychology (including Sociology)</td>
</tr>
<tr>
<td>Rhetoric</td>
<td></td>
<td>Librarians with special</td>
</tr>
</tbody>
</table>
Faculty status

a. Division Business: Division business, as needed, including the calling and chairing of meetings for the election and nomination of committee members, is the responsibility of the faculty member elected to the Academic Affairs Committee by the division.

b. Department Business: The Chair of each department is appointed by the Dean of the Faculty and ratified by a vote of the department. This appointment shall be for a three-year term with reappointment possible. In the event that a department chair takes a leave, no longer than one year, an acting chair may be appointed to serve during his/her absence.

Each departmental Chair is to call and chair meetings of the department, to coordinate the budgeting and expending of departmental funds, to prepare teaching schedules for the department, to serve as a channel of communication between the department and the rest of the College, to participate in the appointment process for new members of the department, and to provide such other leadership as may enable the department of serve the College and the major effectively.

3. Clerk of the Faculty
   Responsibilities: Records attendance, maintains expertise in parliamentary procedure, takes minutes at faculty meetings; and oversees archiving of the minutes.

   Elected by the faculty from among its tenured members for a five-year renewable term.
III. FACULTY PERSONNEL POLICY

Introduction

The following paragraphs set forth policies and procedures covering appointments, promotions, and tenure at Hampden-Sydney College. They are intended to ensure fair and equitable treatment of faculty members by the College, and to clarify what the College expects of its faculty and what the faculty can expect of the College. Monitoring the operation of these policies and procedures is the responsibility of the Faculty Affairs Committee.

A. Appointments

1. Responsibility for making faculty appointments, to full-time positions duly authorized by the Board, or to non-tenurable full-time positions funding for which is available under the then current budget, rests with the President of the College, who shall act with the advice of the Dean of the Faculty and the Faculty Affairs Committee. All appointments to continuing positions require the approval of the Board of Trustees.

2. The precise terms and conditions of every appointment shall be stated in writing and be agreed to in writing by both the President and the faculty member before the appointment is binding. This agreement constitutes a Virginia contract. Annual letters governing salary shall be tendered to faculty members on or before April 15. Faculty members shall accept or decline such offers within thirty days, and failure to return a signed copy of the annual letter shall be interpreted as a resignation. Resignation by a faculty member after May 15, unless that member is released from his or her contract, will be considered a breach of contract. Changes in academic rank, tenure status, or administrative duties require the issuing of a new contract.

3. The first appointment for a new full-time regular faculty member will be for a term of from one to three academic years.

4. Notice of non-reappointment will be given: a) not later than March 1 of the first academic year of service; b) not later than December 15 of the second academic year of service; and c) at least twelve months before the expiration of an appointment after two or more years in the institution.

B. Additions to the Faculty

1. When seeking continuing faculty replacements at the time of retirements, resignations, and other departures, and when considering the addition of new continuing positions to established departments or programs, the Dean of the Faculty will seek advice and recommendation from the Committee for Faculty Appointments before submitting a recommendation to the President and Board of Trustees. The Dean of the Faculty will report the recommendation to the faculty before formal submission to the President and Board of Trustees.
2. When considering the addition of a continuing position in an academic discipline, department, or program not presently represented in the curriculum, the Dean will seek advice and recommendation from the Committee for Faculty Appointments, and will bring the proposal to the entire faculty for its recommendation.

3. Each April the Dean of the Faculty will convene the Committee for Faculty Appointments to make recommendations about hiring new faculty. With consideration to the overall needs of the College, the merits of all proposed positions by all departments and programs will be examined, whether those openings arise from vacancies or from an expansion of the faculty. The Dean may call the Committee together for additional sessions, if necessary.

The work of the Committee will be guided by the policies developed during the College’s most recent Strategic Plan, subsequent curricular and staffing reviews, and recent decisions of campus and trustee bodies charged with long-range planning. At least two months in advance of the beginning of the Committee’s deliberations, the Dean will solicit from department chairs projections for retirements likely to occur in the following three years and will call for an assessment by each department of its staffing needs. The Committee will be provided with copies of its recommendations for the previous two years. The Committee will gather data relevant to its decision and will consider both oral and written arguments from concerned departments. At the conclusion of its deliberations, the Committee will adopt formal recommendations, which the Dean will communicate to the President and the Board of Trustees.

4. The final responsibility for all faculty appointments rests with the President and Board of Trustees.

C. Tenure and Promotion

The responsibility for making recommendations to the Board of Trustees for the granting of tenure and the making of promotions rests with the President of the College, who shall act upon the advice of the Dean of the Faculty and the Promotion and Tenure Committee.

Academic tenure of members of the faculty shall be governed by the principles presented in the Statement of Principles endorsed by the Association of American Colleges and American Association of University Professors in 1940, with interpretive comments through 1970 (See Appendix 1.)

1. Eligibility: Full-time teaching faculty members holding regular appointments are eligible for tenure. Those faculty members carrying the titles of Lecturer, Visiting Professor, and Adjunct Professor are not eligible for tenure. Tenured faculty members who become full-time administrators shall relinquish their academic tenure at the end of three consecutive full calendar years of administrative service, if they choose to continue as full-time administrators.
2. Tenure:

a. The tenure decision for faculty in tenure-track positions is made in the sixth year. If the faculty member is granted tenure, he or she begins as a tenured faculty in the seventh year. If, however, the faculty member is not granted tenure, he or she may stay in his or her teaching position only one additional year. Up to three years of full-time teaching at another fully accredited institution of higher learning will be counted as part of the probationary period. The actual amount of credit given for previous teaching experience shall be stated in writing in the faculty member's initial contract, and updated in subsequent contracts issued during the probationary period. Normally, however, such credit for prior experience will be given only for full-time teaching experience that follows successful completion of work for the Ph.D., or other terminal degree. (The College reserves the right, also, to deny credit for prior experience that is not comparable to work at Hampden-Sydney, or for which thorough evaluation is unavailable.) The services of a full time faculty member who has not been granted tenure by the end of the probationary period shall be terminated, due notice to be given in accordance with the regulations set forth in Item 4 of the section on Appointments. The seven-year probationary period for part-time Hampden-Sydney faculty who become full-time faculty will include half of their part-time service up to a maximum of four years.

b. Termination of appointments of a full-time faculty member with tenure shall be in accordance with the 1982 Recommended Institutional Regulations on Academic Freedom and Tenure of the AAUP as most recently updated in 2013.

c. Tenure-track faculty members will be evaluated during the second, fourth, and sixth years of the probationary period, except in the case of an adjusted evaluation schedule for those receiving credit for prior teaching experience as described above.

3. Promotion: An instructor will automatically be promoted to assistant professor upon earning a doctorate or other terminal degree acceptable to the Dean of the Faculty and the Faculty Affairs Committee.

An assistant professor will automatically be promoted to associate professor upon being granted tenure.

An associate professor may be promoted to professor after completion of seven years, of which three must be at Hampden-Sydney College, at the associate professor level. Promotion to professor shall not be a mere function of seniority but shall require evidence of major distinction and status in the criteria listed below, as recognized both internally and, in the case of competence in scholarly discipline, externally. An associate professor will become eligible for promotion to full professor after seven years at the associate professor level. Faculty will be notified before the end of the fall semester of the sixth year at the associate professor level that they can be reviewed during the next academic year, or in any future years (provided they have not been denied promotion to full professor in the past three years). Eligible associate professors who choose to be
reviewed for promotion in the next year will notify the Dean’s Office no later than the end of the spring semester. If promotion to the rank of professor is denied, a new evaluation may be undertaken no sooner than in the third year after denial, except in those cases where unusual circumstances justify, in the judgment of the Promotion and Tenure Committee, an earlier evaluation.

4. Criteria: Reappointment, tenure, and promotion are not granted automatically for satisfactory performance during a given period of time. Rather, they are granted to those who have demonstrated their potential for long-term usefulness to the College. The granting of tenure, in particular, is tantamount to a "second hiring.” Each candidate must make a strong positive case. The question is not whether there is a case against him/her but whether the case for him/her is strong enough to justify granting of tenure and/or promotion.

The criteria to be used when considering a faculty member for reappointment, tenure, or promotion are as follows, the headings being listed in order of their importance.

a. Effectiveness in teaching. This quality may be judged on the basis of such factors as effectiveness in communication and counseling with students, effectiveness in involving students in creative scholarly work, quality of intellectual stimulation, effectiveness and consistency in evaluation of students, and soundness of instructional programs

b. Competence in Scholarly Discipline. This quality may be judged on the basis of such factors as degrees earned, professional authorship or productive research and the quality of such work, active participation in professional societies and their meetings, and professional recognition and honors. Ongoing scholarly work is recognized as important because it is related to effective teaching; such work finds its expression in externally reviewed materials appropriate to the discipline. Most often these will be scholarly publications, but in some disciplines, presentations, performances, compositions, exhibits, textbooks or other materials may be suitable. A record of such ongoing work shall be required for the granting of tenure and for promotion.

c. Effectiveness as a Faculty Member. This quality may be judged on the basis of such factors as committee work, student advising, and general departmental duties as distinct from the organization of the professor's own courses.

d. Participation in the College Community. This would be an evaluation of the professor's commitment to the College's purposes as demonstrated in daily life, informal relationships with the faculty and students, and general involvement in the continuing effort to improve the quality of College life.

Service in the context of the larger community would also be considered here, including involvement in local, state, or national public affairs, or private philanthropy.
5. Procedure:

a. The Promotion and Tenure Committee will make its evaluation of those being considered for reappointment, tenure, and/or promotion, on the basis of the following information:

   (1) **The faculty member** under consideration will be asked to submit materials covering such things as the development of course offerings, supervision of student research or independent study, professional publication, and involvement in professional societies. It is the responsibility of the candidate to ensure that a complete dossier of materials, including an up-to-date *vita*, is available at the beginning of the review process. The candidate will also submit a letter addressing the four criteria directly, and relating materials in his/her dossier directly to them.

   (2) A **sampling of student opinion** in courses from at least two semesters immediately prior to the evaluation (normally the spring and fall semesters before the evaluation takes place) will be undertaken by the Promotion and Tenure Committee in order to determine student reactions to the professor's academic performance, but students and professor alike will be assured that the information secured in this way will be treated as confidential.

   (3) **The department chair** will be asked to submit a letter giving a personal and professional estimate of the faculty member's teaching effectiveness and scholarly accomplishments. This estimate should also include an assessment of grading practices, rapport with students, and competence and effectiveness in course organization.

   (4) **Colleagues** will be invited to make an evaluation of the faculty member by means of an appropriate questionnaire.

   (5) **The Dean of the Faculty** will contribute to the candidate's dossier any materials from his own files that he may deem helpful to the Promotion and Tenure Committee in formulating its recommendation, including copies of letters of recommendation from the Promotion and Tenure Committee and the Dean in prior evaluations, memoranda of record prepared by the Dean during six-year reviews (see III.I.2.d.), letters of evaluation of tenure-track faculty during the probationary period submitted to the Dean by department chairmen, and any written comments submitted by the faculty member in response to any of these documents. Information on grades awarded by the faculty member will also be supplied to the Promotion and Tenure Committee. Candidates will be informed by the Dean of the content of this material. The Dean will also meet with the current year's candidates before they prepare their dossiers and advise them on materials they should include.
b. On the basis of this information, and a possible conference with the faculty member, the Committee will prepare a summary letter of recommendation in which it attempts to evaluate the degree to which the faculty member meets each of the criteria listed in 4. above. This recommendation will be sent to the Dean of the Faculty, and copies will be sent to the faculty member and the President.

(1) The Dean of the Faculty will assess the recommendation submitted by the Committee and shall, before arriving at his final decision, extend to the faculty member involved an invitation to a conference, at which time the nature of his recommendation shall be fully explored.

(2) Following this conference, the Dean of the Faculty shall make his recommendation to the President in writing, with a copy to the faculty member.

(3) As he contemplates his recommendation to the Board, the President shall have before him a recommendation from the Dean of the Faculty and the summary recommendation prepared by the Promotion and Tenure Committee. Should the President decide that he will not recommend a faculty member for reappointment, tenure, or promotion, he shall so inform the faculty member in question. On the request of the faculty member, the reasons for this decision will be stated in writing.

(4) Only affirmative recommendations of the President are directed to the Board of Trustees. The granting of tenure or promotion requires the approval of the Board. Should the Board refuse to approve the granting of tenure and/or promotion to a particular faculty member, the President shall so inform the faculty member in question. On the request of the faculty member, the reasons for this action will be stated in writing.

(5) When the evaluation procedure has been completed, final action taken on a particular case, and any appeals concluded, all evaluation material compiled by the committee bearing on the case shall be sealed, to be destroyed after three years (except that materials relevant to positive tenure decisions shall be retained until three years after the faculty member ceases to work for the College).

D. The Evaluation and Status of Part-Time Faculty

The teaching of each part-time faculty member will be evaluated by the Promotion and Tenure Committee and the Dean of the Faculty just prior to the completion of the first 24 contact hours of that faculty member's service. A positive evaluation will make the faculty member eligible for continuation as a part-time faculty member and for service on committees and as an academic adviser. A positive evaluation after the 24-hour review may result in a three-year contract assuring that the part-time faculty member will continue to be employed during the three-year period so long as enrollment requires the hiring of part-time
faculty members. Such contracts may be renewed for additional three-year periods contingent upon a positive evaluation during the final year of each three-year contract. If no three-year contract is in force, subsequent evaluations of the total service of a part-time faculty member will be performed at the end of the first 72 faculty contact hours of teaching and at the end of the first 144 faculty contact hours of teaching.

After having completed 144 semester hours of teaching, the part-time faculty member will be eligible for promotion to Senior Lecturer. Excellence in teaching shall be the primary reason for promotion, with consideration being given to other forms of service and to evidence of professional competence.

The following should be understood:

1. The base salary for part-time faculty members will normally be a fixed fraction of the College's starting salary for full-time faculty at the equivalent rank.

2. The salary for part-time faculty may be increased for merit above the part-time normal base, however, as a result of highly positive evaluations after the first 72 and first 144 faculty contact hours have been accumulated.

3. Part-time faculty members will be given first choice of appropriate part-time positions if they have received positive teaching evaluations and have shown a willingness to aid the College when called on. This commitment on the College's part does not apply to individual classes and does not imply in any way the granting of tenure. The College will not grant tenure to part-time faculty members.

E. The Evaluation of Non-Tenure-Track Full-Time Faculty (Term Contracts)

Each full-time faculty member holding a non-tenure-track appointment will be evaluated during the fall semester of that faculty member's second year of service. The criteria for such evaluation will be the faculty member's effectiveness in teaching and competence in scholarly discipline. Consideration will also be given (to a lesser degree and as applicable in each case) to the faculty member's service to department and college and to participation in the college community. A letter summarizing the committee's findings will be forwarded to the Dean of the Faculty and will become part of the faculty member's personnel record.

F. Appeal from Adverse Decisions

1. A faculty member who is denied reappointment, tenure, and/or promotion may secure an impartial review of the decision if he/she believes that (a) it results from improper procedure, or (b) rests on grounds which violate academic freedom or constitutional rights, or (c) is substantially arbitrary or capricious. The faculty members of the Grievance Committee shall constitute the review board. The burden of proof in an appeal rests with the appellant.
a. The appeal shall be initiated by a letter addressed to the Grievance Committee requesting a review of the case and stating precisely the grounds for such an appeal.

b. The Promotion and Tenure Committee will make available to the Grievance Committee all information collected pertaining to the appellant.

c. At the appeal hearing before the Grievance Committee additional data relevant to the case, not originally made available to the Promotion and Tenure Committee, may be submitted and the appellant shall have the privilege of being accompanied by a colleague or colleagues.

d. Following the hearing, the Grievance Committee shall advise the President, Dean of the Faculty, and the faculty member of its conclusions.

e. The President shall then review the report of the faculty members of the Grievance Committee and notify the appellant of his decision. At his discretion the President may invite the aggrieved faculty member to a conference for a discussion of his action.

f. In the case of a negative decision, the faculty member shall have the right to appeal directly to the Board of Trustees, whose action shall be considered final.

2. An appellant may disqualify two members of the Grievance Committee if he/she has reason to believe that they are not wholly disinterested. The disqualified members shall be replaced, for the purposes of the case at hand only, by the first and second alternates.

3. This appeal process must be initiated no later than ninety days after the date of the first official notice that the President will not be recommending the faculty member in question for reappointment, tenure, and/or promotion.

G. Academic Freedom

All members of the Faculty are entitled to academic freedom as defined in the 1940 Statement of Principles of Academic Freedom formulated by the Association of American Colleges and the American Association of University Professors together with interpretive comments through 1970. (See Appendix 1.)

H. Salary Determinations

The President in consultation with the Dean of the Faculty will determine the salary to be offered to each prospective new faculty member. The basis for this decision will be the credentials presented by the candidate, the current faculty pay scale, the needs of the College, and national salary trends in specific fields.

The President, again in consultation with the Dean of the Faculty, will determine the salary to be offered each faculty member for each succeeding year. An evaluation of a faculty
member's performance obtained from colleagues and students may be consulted, provided the same type of evaluation is used in setting the salary for every faculty member. Faculty members may be rewarded for excellence by merit increases or encouraged to correct deficiencies through salary sanctions. The President and Dean of the Faculty upon request will discuss with the faculty the criteria to be employed in setting salaries and the relative importance of these criteria.

Each faculty member who feels he or she has grounds for dissatisfaction with his salary may use the grievance outlined in Section I below.

I. Faculty Evaluation and Development

1. The guiding principles for the program of faculty evaluation and development at Hampden-Sydney College are these:
   a. There will be regular and continuous collection of data relevant to faculty evaluation and development.
   b. Faculty evaluation and development shall be directly tied to the development of the total instructional program of the College.
   c. At regular intervals each faculty member is expected to participate in a systematic review of his or her own professional development and place in the continued development of the overall instructional program of the College.
   d. Merit increases and sabbatical leaves shall be an integral part of a continuous faculty development program.

2. The following procedures are intended to implement these principles:
   a. All faculty members are expected to use course evaluation instruments and other ways of identifying whether or not their contribution to our educational program is producing significant realization of intended goals. All faculty members are invited to develop additional means of identifying the strengths and weaknesses of their instructional program. Faculty members, singly and with appropriate colleagues, are expected to use this information as the basis for reinforcing identified strengths in their work and correcting, or mitigating, weaknesses.
   b. All faculty members are expected to maintain their professional competence, contribute to the general intellectual vitality of the campus, and keep in touch with the range of liberal learning. In order to do this each faculty member shall have a personal program of study leading to appropriate research projects, the development of new intellectual interests, participation in departmental seminars, contribution to faculty forums, participation in professional meetings, and other such activities as contribute to the professional development of faculty members within the goals of Hampden-Sydney College.
c. The office of the Dean of the Faculty regularly collects evaluations of the work of faculty members by obtaining annual reports from department chairmen and chairmen of special programs (like Western Culture), conducting systematic interviews with graduating seniors, doing follow-up studies with alumni five years after they graduate, and by other such means.

d. Once every six years the Dean of the Faculty reviews with each tenured faculty member or senior lecturer the status of that faculty member's continued contribution to the College, drawing on the data each has collected (see a., b., and c. above). Faculty members may request the Dean of the Faculty to conduct a review at shorter intervals, if they so choose. They assess together the work of the preceding six years and map out plans for at least the next six years. Special interests of the faculty member and special needs of the College are both taken into account. This review culminates in a memorandum of record prepared by the Dean of the Faculty, including a summary judgment regarding that faculty member's continuing contribution to the College (e.g., outstanding, good, or inadequate). The expectation is that the bulk of the faculty are, and will continue to be, good. A judgment that a faculty member is making either an outstanding or inadequate contribution requires the identification of particular contributions or deficiencies. Faculty members judged to be inadequate are not eligible for merit increases, and are informed of any specific actions that will be taken in the future if they fail to correct their deficiencies. These could range from withholding salary increases to releasing a tenured faculty member for cause.

e. The year following the six-year review each faculty member is expected to take a sabbatical leave. Each person's sabbatical shall be used to realize some of the plans that had been developed during preceding six-year reviews. All faculty members are encouraged to obtain grants, fellowships, or visiting professorships to enable them to take a full-year sabbatical. In some cases, due to special circumstances, a sabbatical may be deferred for one or two years. In this case, a new six-year review cycle shall begin the year after a sabbatical. In the event a faculty member does not take a sabbatical leave within two years of the authorized date, the faculty member shall undergo an Evaluation and Development Review at the six-year anniversary of the last review. Should a faculty member take a leave of absence, not funded by the College, the time on leave shall be added to the time between normal six-year reviews.

f. Since our pre-tenure reviews are, by their nature, both evaluative and developmental, untenured faculty will not undergo Faculty Evaluation and Development Reviews.

g. If, in extreme cases, the College is faced with a situation in which the present abilities of a particular tenured faculty member are no longer needed, the College will fund a full-year sabbatical at full pay to enable the faculty member to retrain himself so as to be able to serve the College in another way, provided there is a need for such service. In the event that there is no need, or if the faculty member is not interested in such
retraining, the College will fund a full-year leave at full pay, which shall be a terminal leave. Decisions in all such situations shall be made by the Board of Trustees, acting on recommendations from the President, Dean of the Faculty, and Faculty Affairs Committee. The Board of Trustees’ decision in these matters will be final.

J. **Grievance Procedure**

If any faculty member feels that he or she has cause for grievance in any matter not covered by the procedures described in the foregoing paragraphs of the Personnel Policy, he may petition the elected faculty Grievance Committee for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. (The appellant has the right to disqualify two members of the Grievance Committee if he or she has reason to believe that they are not wholly disinterested. The disqualified members shall be replaced, for the purposes of the case at hand only, by the first and second alternates.) The committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or a detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties involved. If, in the opinion of the committee, such a settlement is not possible or not appropriate, the committee will report its findings to the petitioner and to the President of the College, and the petitioner will, upon request, be provided an opportunity to present his case to the President. The President's decision in these matters will be final.

K. **Shared Academic Appointments**

Two faculty members may be appointed as a pair and at the same rank to a single tenure track position, provided that they are in the same department. Details of the contractual arrangement between the pair and the College will be determined by the pair and the Dean of the Faculty.

L. **Emeritus(a) Faculty Status**

The title of *Emeritus (a)* will be conferred by the Board of Trustees upon a member of the faculty who retires after having given distinguished service to Hampden-Sydney College for a period of time ordinarily not less than ten years. The title will be consistent with the rank at the time of retirement.

The Promotion and Tenure Committee will make a recommendation to the Dean of the Faculty that this title be awarded.

If a professor holds an endowed professorship or chair at the time of retirement, his or her emeritus title shall include the named professorship or chair as an honorific.
IV. FACULTY BENEFITS

The following benefits, research support, and leave programs are available to all full-time faculty members as a part of their contracts. (In the context of employment benefits, *full-time* is defined as a teaching assignment of 11 contact hours or more per academic year or its equivalent.) Note: some benefits are subject to a one-year waiting period. See the sections “Employees Benefits” and “Leave Programs” of the Employee Handbook for details on the sections identified with an asterisk. Further information on all benefits and leave programs is available in the Office of Human Resources.

A. Benefits

1. *Medical Insurance:* The College provides the opportunity for employees and their eligible dependents to participate in a group health plan. The College contributes no less than 50% of the premium. In the event of employment termination, the employee will be notified of his or her rights regarding the continuation of health insurance and the conversion plan under the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).

2. *Dental Insurance:* The College provides the opportunity for employees and their eligible dependents to participate in a group dental plan. The College contributes no less than 50% of the premium.

3. *Flexible Spending Accounts:* The College offers a pretax reimbursement account plan that allows employees to pay medical/dental/vision premiums on a before-tax basis and to set aside tax-free dollars in separate accounts to pay out-of-pocket medical, dental, and vision care expenses and dependent care expenses.

4. *Group Life Insurance:* The College pays for term life insurance for all full-time employees. This plan provides for waiver of premium payments if an employee becomes disabled up to age 70.

5. *Long-Term Group Disability Insurance:* The College pays the premiums for group long-term disability insurance for all full-time employees.

6. *Employee Travel Insurance:* The College pays the premiums for insurance coverage for accidental dismemberment or death for employees traveling on College business.

7. *Social Security:* The College, as mandated by federal law, participates in the Federal Social Security Program.

8. *Workers’ Compensation:* The College pays the full cost of Workers’ Compensation Insurance, which provides all employees with financial protection in the event of a disabling injury or illness that occurs on the job.

9. *Unemployment Insurance:* The College pays the full cost of unemployment insurance, which provides income to those who become temporarily unemployed through no fault of their own.

10. *Retirement Plan:* The College provides the opportunity to participate in a defined contribution plan governed by Section 403(b) of the Internal Revenue Code. The College contributes no less than 8.5% of the employee’s base salary to this plan. Participation in the plan is not mandatory.
11. *Education Benefits: The College, recognizing the educational and professional development needs of its employees, spouses, and dependent children, provides the following programs: tuition remission for study at the College for employees, spouses, and dependents; and, for eligible dependent children, the opportunity to participate in a tuition exchange program with certain other colleges; and partial tuition support for study at other accredited colleges and universities.

12. Phased Retirement Program: Tenured faculty have the option, after age 60 of (1) for a maximum of three years, teaching four courses per year for two-thirds salary, or (2) for a maximum of two years, teaching four courses per year for full salary, with retirement effective at the conclusion of the phased retirement period.

Librarians with special faculty status who have been successfully reviewed for continuing appointment are eligible to participate in the phased retirement options described above. However, in place of the four per year teaching load, a comparable reduction in contractual workload, appropriate to the individual and the needs of the library, will be arranged by the Director of the Library with the individual librarian. The reduced load arrangement requires the approval of the Dean of the Faculty.

Participants in the phased retirement program are covered by the following fringe benefits: health insurance (at cost computed on actual income level), disability, education, life insurance (at full salary level), contribution to the retirement plan based on the actual salary received and at the then current rate, and all other benefits except eligibility for sabbatical leave. Participation in the phased retirement program must be separated from a previous sabbatical leave by one full academic year. Salary received under this plan is fully subject to tax. Election of a phased retirement program should ordinarily be made by October 31st of the academic year prior to participation. Such election is irrevocable.

Participation in the phased retirement program requires approval of the Dean and of the individual's department; such participation will not be unreasonably withheld or postponed.


B. Research Support and Leaves

1. Sabbatical Leave Program: Any tenured member of the faculty above the rank of instructor who has served six years or more as a full-time member of the teaching staff is eligible for a sabbatical leave to carry on activities which will enable him or her to be a more effective faculty member.

a. Sabbatical leaves must be separated by at least six years or more of full-time teaching service at the College.

b. Requests for sabbatical leave, including a detailed outline of the proposed project and a statement from the department Chair relative to the manner in which the faculty member's responsibilities will be assumed during his or her absence, should be made to the Dean of the Faculty in the fall semester of the year preceding the proposed sabbatical. The granting of such leave is the decision of the President upon the advice of the Dean of the Faculty and with the counsel of the Committee on Professional Development.
c. Sabbatical leaves are normally for one semester at full salary, or two semesters at half salary.

d. It is expected that the recipient of a sabbatical leave will:

   (i) Accept no major teaching responsibilities at another institution, i.e., over half-time for those on a full-year leave.

   (ii) Return to the College for at least one full academic year following completion of the leave. If the faculty member for any reason elects not to return to his or her position, the faculty member shall be obligated to refund to the College salary and other payments (travel or moving expenses, e.g., received by the faculty member during the leave). Repayment of the sabbatical remuneration is due upon demand by the College, unless special arrangements agreeable to the Vice President for Business Affairs and Finance have been made. Such arrangements will include a repayment schedule extending no more than three years from the end of the sabbatical leave and the charging of interest at a rate comparable to local commercial rates.

   (iii) Submit, within three months after completion of the leave, a report on his or her project to the President of the College, the Dean of the Faculty, and the Committee on Professional Development.

   (iv) Recipients of certain prestigious and significant teaching appointments or research opportunities (e.g., Fulbright teaching fellowships) may be exempted from the prohibition of major teaching responsibilities during sabbatical leave. This exemption may be granted by the Dean of the Faculty with the counsel of the Committee on Professional Development. If the recipient of such a fellowship elects to take a leave of absence rather than a sabbatical, the faculty member may request additional financial support to supplement the fellowship grant, up to a maximum level equal to one quarter of the individual's current salary. The total salary compensation from the fellowship and from the College's supplement shall not exceed the individual's current salary. The College's contributions for health insurance and retirement will continue in effect during this leave. Such additional support should be requested by formal application to the Dean of the Faculty and may be approved by the Dean with the counsel of the Committee on Professional Development. A leave of absence for which supplementary funding is received should be separated from a prior or subsequent sabbatical leave by at least two academic years, and the waiting period for the next scheduled sabbatical will be increased by one year. Recipients of sabbatical leaves and leaves of absence under this section are subject to the same obligation of returning to the College following the leave, or, upon failure to return, of reimbursing the College for funds received as that described earlier under the Sabbatical Leave Program.

e. Remuneration and fringe benefits during the sabbatical leave are as follows:

   (i) Salary: full for one semester, or half salary for the academic year, at the election of the faculty member involved.
(ii) Retirement premiums: continued on the basis of full annual salary in effect at the start of the sabbatical.

(iii) Social Security: continued during the sabbatical.

(iv) Medical insurance: continued on the same basis as was in effect at the start of the sabbatical.

(v) College housing: may continue to pay rent or release to the College for rental.

(vi) Life insurance and disability: continue during the sabbatical.

(vii) Flexible Spending Account: may continue in this plan during sabbatical.

f. Time spent on a sabbatical leave may count toward the time that an Associate Professor must wait before being considered for promotion if leave activities are closely related to professorial duties and if the Dean of the Faculty agrees in writing before the leave begins.

2. Summer Stipends: The College annually designates funds to be used in support of faculty research and development. These funds allow for summer stipends in support of faculty activities including research, writing, and program development. The Dean of the Faculty administers these funds with the guidance of the Committee on Professional Development.

3. Faculty Disability Leave Policy: A full-time faculty member who is unable to work for a period of time because of a short-term disability resulting from a non-work related illness or serious medical condition is entitled to a continuation of his or her base salary from the first day of illness or disability for a period of up to six (6) months.

If the short-term disability exceeds ten (10) days during which classes are in session, or if a disability resulting from childbirth exceeds six (6) weeks from the date of birth, the College reserves the right to request a certification from a health care provider that the faculty member is unable to work during the time period and/or that the faculty member is unable to return to work following the disability. The College reserves the right at its expense to secure a second medical opinion from a health care provider of its choice to review the nature of the disability and/or the requested period of absence. In the case of a disagreement as to the nature and extent of the disability, a third medical opinion may be sought at the College’s expense from a health care provider mutually agreed upon by the College and the faculty member, in which event the third medical opinion shall be conclusive. The faculty member must notify the Dean of the Faculty as soon as possible after the injury occurs or the medical condition is confirmed, with written notice to follow as soon as possible. In the case of anticipated childbirth, the faculty member must notify the Dean of the Faculty as soon as possible after the pregnancy is confirmed in order to arrange for medical leave.

The Dean of the Faculty, in consultation with the faculty member’s department, will ensure that adequate coverage is provided for classes during the period of leave. If such leave is foreseeable and the faculty member is anticipating missing more than ten (10) days during which classes are in session, the College will normally relieve the faculty member from his or her classroom duties for the semester and any succeeding semesters in which the faculty member is anticipated to be absent ten (10) or more days during which classes are in session. If such absences occur, the
semester during which the short-term disability leave takes place shall normally be considered a three-course semester and the faculty member will be expected to resume non-classroom duties, including advising, committee work, directing independent study, course preparation, pedagogical research, scholarship and other duties which faculty members typically carry out beyond the classroom (when medically capable) and return to classroom duties the next semester. Based on consultation between the Dean of the Faculty and the faculty member, non-classroom duties may also include special research and planning projects of a professional nature.

In cases where the disability is anticipated by reason of childbirth and the due date of birth falls within six (6) weeks of the beginning of the fall semester or during the fall semester up until Thanksgiving, the Dean of the Faculty will excuse the faculty member from classroom duties for the fall semester. When the due date falls after Thanksgiving or during the spring semester, the faculty member normally will be expected to teach her usual fall course load for fall course assignments and be excused from classroom duties during the spring semester. If the due date is in the fall semester, but after Thanksgiving, the faculty member may schedule some classes early in the fall term in anticipation of possibly missing classes late in the term. The Dean of the Faculty will work with the department and the faculty member to ensure that classes are covered and examinations are given in accordance with the schedule of the College.

At the request of the faculty member taking any disability leave as provided by this policy, a one-year delay in evaluation for tenure and promotion will be granted. A female faculty member may take more than the twelve (12) weeks of leave mandated by the Family and Medical Leave Act and the College’s Family and Medical Leave Policy, following the birth of a child, if the faculty member’s medical condition warrants the additional leave. A faculty member may also be entitled to additional unpaid leave to the extent permitted by the College’s Family and Medical Leave of Absence Policy applicable to all eligible employees. For disabilities extending beyond six (6) months, the College’s Long Term Disability Leave Policy will apply.

Hampden-Sydney College, under the auspices of the Family Medical Leave Act (FMLA) and College leave programs, reserves the right to authorize leaves of absence on an intermittent or part-time basis as well as reduced teaching loads.

Nothing in this Short-Term Disability Policy diminishes the rights of an eligible employee to benefits provided by the Family and Medical Leave Act of 1993. Information on these benefits may be obtained from the Director of Human Resources.

4. Personal Leaves of Absence: Personal leaves of absence, in no way connected with a sabbatical leave, are arranged between the staff member concerned and the President of the College, or in certain cases set forth in the following sentence, the Trustees. Leaves of not more than one week may be approved by the President; of more than one week and less than one academic year, by the Executive Committee of the Board of Trustees; of one academic year or more, by the Trustees. In no case may leaves of absence be extended to more than two consecutive years.

   a. Salary and fringe benefits during leaves of absence are as follows:

      (i) Salary: discontinued at the start of the leave.

      (ii) Retirement premiums: discontinued at the start of the leave.
(iii) Social Security: discontinued at the start of the leave.

(iv) Medical insurance: continued on the same basis as was in effect at the start of the leave, provided the participant elects to pay the entire premium personally via COBRA.

(v) College housing: may continue to pay rent or release to the College for rental.

(vi) Life and disability insurance: discontinued at the start of the leave.

(vii) Flexible Spending Account: not available during leave of absence.

b. Time spent on leave of absence may count toward time one must wait before being considered for tenure or promotion if the leave activities are closely related to professorial duties and if the Dean of the Faculty agrees in writing before the leave begins.

c. All benefits are restored when the staff member resumes working full time at the College in accordance with any time requirements imposed by the College’s insurance policies currently in effect.


V. FACULTY RESPONSIBILITIES

A. Introduction

The primary duty of the faculty member is to teach and to prepare for the classroom experience. Faculty responsibilities, therefore, cannot be reduced to the formalities of teaching, advising, and committee assignments. Every faculty member is responsible for effective instruction and judicious evaluation of student work. Courses should be designed so that a student of average collegiate ability will need to do two hours of work a week, in addition to class time, for each semester hour of credit. Faculty members are also expected to support an educational environment which stimulates inquiry and a shared sense of responsibility for the education of a "whole man." The College expects this concern to be evident in personal relationships with colleagues, students, administrators, and staff.

The Bylaws of the College specify that "all teaching personnel are expected to be present for duty throughout the academic year, the academic year to include the week preceding the formal opening of the College and the three days following commencement day. Requests for leave of absence of not more than one week shall be made to the President; of more than one week and less than one year, to the Executive Committee of the Trustees; of one year or over, to the Trustees."

B. Teaching Work Loads and Assignments

1. Normal Work Load for Tenured and Tenure-Track Faculty Members:

The duties of faculty members are many and varied. Teaching is the foremost responsibility of a faculty member: teaching and its related activities are expected to represent the largest investment of faculty time and effort. Scholarly, scientific, artistic, and other professional development activities, and service to the campus and wider communities also require significant portions of faculty time. Individual work assignments should assure that faculty members meet their professional and community obligations while keeping teaching primary. The teaching load for tenured and tenure-track faculty members is normally between 21 and 24 contact hours each year. Whenever possible, the number of individual course preparations will not exceed three per semester.

A 21 contact hour teaching assignment recognizes the intense engagement of all faculty members in their classes, scholarly, scientific, and artistic activity, and service obligations. 21 contact hour teaching assignments may not be possible in departments in which upper-level classes have very small enrollments, or where there are only a small number of students majoring in the subject. In such cases, the Dean of the Faculty may make 24 contact hour teaching assignments to maintain a balance in the work loads of faculty members in all departments. Section B.3.b. below outlines other instances in which faculty members may be assigned 24 contact hour teaching responsibilities.

Teaching dominates faculty attention during the 30 weeks in which classes meet and examinations are given. During other periods, such as the summer months, scholarly and other professional obligations claim a great amount of attention. Given the nature of the academic calendar, with short holidays and breaks during and between the two semesters, personal and family time may vary somewhat with the season as well. The 22 weeks of the
year beyond the regular semesters provide opportunities for a change in the balance of faculty obligations, including course preparation, professional development—that is, scholarly, scientific, and artistic activity, as well as pedagogical research—and community service. The presumption is that faculty members will attempt to balance their professional and personal obligations throughout the year while observing the normal shifts in focus occasioned by the rhythm of the two academic terms.

2. Duties Related to Teaching:

   a. **Course Preparation**: Faculty members spend significant time upon course preparation, including the marking of papers and tests; moreover, faculty members typically are expected to devote six or more hours a week to office hours, conferences, and tutorials with students. The amount of course preparation varies with the experience of the instructor and whether the course is a new or a repeated offering.

   b. **Responsibilities Beyond the Classroom**: In addition to classroom teaching, faculty members are expected to carry out a variety of duties, including many of the following: advising students; advising student organizations; accompanying students on field trips and other excursions of an educational nature, including attendance at professional meetings; directing independent study and research projects; supervising honors theses; supervising academic year and summer research projects; otherwise engaging in a significant amount of teaching that takes place outside the usual boundaries of the classroom; taking part in tutorials as well as conferences with students, and occasionally meeting with students' parents; writing letters of recommendation; and performing other duties appropriate to the professional demands occasioned by the career of teacher-scholar.

   c. **Professional Life**: Because of the need to remain current in one's field, a faculty member's engagement in scholarly, scientific, or artistic activity is next in importance to teaching. As the Faculty Handbook states in section III.1.2.b., all faculty members are expected to maintain their professional competence, contribute to the general intellectual vitality of the campus, and keep in touch with the range of liberal learning. In order to meet these goals, each faculty member is expected to have a personal program of study leading to appropriate research projects, some of which may lead to publication, as well as the development of new intellectual interests; also expected are participation in department seminars, contribution to faculty forums, participation in professional meetings, and other such activities as contribute to the professional development of faculty members within the goals of the College. Preferably, such professional activity is judged competent by peer evaluation; also highly desirable are activities that engage students in research of the kind that may be presented at professional conferences, or occasionally in scholarly publications.

   d. **Service**: In the normal course of events, every faculty member is expected to serve on departmental and College committees, as well as to chair such committees from time to time. Indeed nearly all faculty members are expected to fill a term as department chair on a rotating basis. Such obligations are annual in nature, although the precise departmental or College duties could vary from year to year.
3. Assigning Teaching Responsibilities:

   a. Teaching assignments are made by the Dean of the Faculty within the guidelines of the Faculty Handbook and previous College practice. Deviations from the standard teaching assignment for administrative, scholarly, and other purposes must be approved by the Dean of the Faculty. The Dean, with the active assistance of department chairs, will maintain a record of all teaching assignments, including all deviations from the standard.

   b. At least once a year, the Dean of the Faculty will review the individual work assignments of faculty members to assure that their non-teaching responsibilities do not adversely affect the quality of their teaching. In some cases, the Provost and the appropriate department chair may take appropriate measures to reduce the faculty member's non-teaching responsibilities, or to create a more suitable balance in the faculty member's commitment to teaching, professional activity, and service.

   After a six-year cycle of annual reviews of faculty work, the Dean of the Faculty may assign a schedule of up to 24 contact hours to faculty members if their performance in the activities described in section 2.a, b, c, and d above do not qualify them for continuation of the 21 contact hour schedule. In all such cases, the Provost will act after seeking the advice and recommendation of the department Chair and the Faculty Affairs Committee.

4. Reductions in Teaching Assignments:

   The Dean of the Faculty will consider reducing a faculty member's teaching assignment in cases in which the weight of non-teaching responsibilities is excessive and unavoidable. Factors to be considered in such reductions are the nature and complexity of the non-teaching or administrative assignments, the demands of a leadership role, and the importance of the task. For instance, Associate Deans are given reduced teaching assignments, as are the Directors of the Honors and Rhetoric Programs. Normally, committee service alone will not qualify faculty members for reduced teaching assignments.

C. Miscellaneous

1. Classroom Policies: At the beginning of a course, faculty members are expected to inform students about format, attendance policies, and basis of evaluation. Modification of format and/or basis of evaluation should only be for specific reasons and with the concurrence of the students involved. Major full-period tests should not ordinarily be scheduled during the final 5 days of classes. Except when they constitute the majority of the grade, research papers ordinarily should be due before the final 5 days of classes. Final examinations may be given only during the regularly scheduled examination period. In view of the Honor Code's prohibition of giving or receiving aid without the consent of the professor on tests, quizzes, assignments, or examinations, the professor should make clear when help may and may not be given or received.

2. Absence from Work: All faculty members are expected to meet their classes regularly and promptly. In case of illness or absence from the campus for professional reasons, the Dean of
the Faculty should be notified. It is the responsibility of the professor to arrange for someone to conduct the class, or for some other substitute function or meeting which will be equivalent to the class missed, when possible.

3. Inclement Weather: The College rarely closes academically because of inclement weather. In the event of dangerous weather conditions, if safety concerns warrant closure, the President may declare the College closed academically. All classes and other academic activities scheduled during this period will be cancelled. Notice will be given through designated radio and television stations and the College’s ENS, Emergency Notification System. During periods of less severe conditions or when the College is closed only administratively, any professor prevented from meeting their scheduled classes should get word to the Dean’s office or the President’s office or the College switchboard and then may reschedule missed classes.

4. Academic Convocations: All faculty members and librarians with faculty status are expected to participate in formal convocations, wearing academic regalia when appropriate. Faculty members and librarians must provide their own gowns, hoods, and caps. They may rent them through the Office of the Dean of the Faculty. Librarians with faculty status will march at formal convocations (including but not limited to Commencement, Fall Convocation, and Spring Convocation) according to rank and length of service—the Library Director marching with professors, librarians who hold continuing appointment with associate professors, and librarians without continuing appointment with assistant professors.

5. Attendance at Meetings: All faculty members are expected to participate in all the meetings of committees, departments, and divisions to which they belong, and of the whole faculty. A faculty member who anticipates absence from one of these meetings should inform the individual who will chair the meeting.

6. Deficiency Reports: Deficiency reports—notices of unsatisfactory work—are requested from professors once each semester. Grades below C should be reported. Collated reports are sent to the students, their advisers, and to the parents of freshmen and first-semester sophomores.

7. Grade Reports: Semester grades are due in the Office of the Registrar promptly after the final examination, normally within 24 hours but in no case more than 48 hours after the end of the last scheduled examination period. (The deadline for submission of spring semester grades for seniors may be set at an earlier time to allow for certification of potential graduates.)

8. Office Hours: All faculty members are expected to establish office hours, distributed across the week, and post them on office doors. The offices of the Dean of the Faculty and the Office of the Registrar should be informed of the hours selected and other times when the faculty member is available for consultation.

9. Copyrights and Patents: All members of the faculty are free to publish papers, pamphlets, and books, and to enter into contracts to secure copyrights and patents. If a discovery or invention results from investigations which make use of normal facilities provided by the College, the College reserves the right to ten percent of the net profits which the discovery or invention may earn. If, in addition, the College provides specific support for work leading to a publication, discovery or invention—such as released time, summer stipends, or equipment
exceeding $500 in value—the College's share of any net profits may be greater, as specified in writing at the time such support is authorized.

10. Subvention of Publication: On recommendation by the Committee on Professional Development, the College may grant to a faculty member, in subvention of publication, ninety percent of the author's contribution. The criterion will be whether the proposed publication, as a contribution to knowledge, is likely to reflect credit on the College; on this point the committee may seek the advice of an outside referee not previously associated either with the College or with the author. Conditions on such grants are as follows:

a. The name of the College is to appear in the publication.

b. The College is to be repaid the amount of the grant without interest from the first royalties or other proceeds that may result; and, to this end, the author's contract, if any, with the publisher shall provide for such payment to be made directly to the College.

11. Consulting and Other Extramural Activities: Consulting and other extramural remunerative opportunities are in order, and encouraged, when they provide for the exercise and development of professional competence. However, such consulting and other work may not exceed an average of one day per week, and must not interfere with the effectiveness of teaching and on-campus service. Before undertaking any such task, a written report describing briefly what is entailed and the approximate time involved must be provided to and approved by the Dean of the Faculty and the appropriate department Chair. At the end of the year a brief summary indicating actual accomplishments and evaluating the experience should also be directed to the Dean of the Faculty and the appropriate department Chair.
VI. STUDENT AFFAIRS

The Honor System

1. Intellectual honesty and personal integrity are taught at Hampden-Sydney chiefly through the Honor System, and the heart of that system is responsibility, on the part of both students and professors. Specifically, faculty members are responsible for educating students in the meaning of honor. More than just a code, the Honor System defines the integrity of Hampden-Sydney College. Any student who violates the code is subject to suspension or expulsion.

A. Infractions of the Honor Code include the following:

1. Cheating (giving or receiving aid, without the specific consent of the professor, on tests, quizzes, examinations, or assignments).
2. Plagiarism (presenting as one's own the writing or work of others).
3. Lying.
4. Stealing.
5. Forgery.
6. Intentionally passing a bad check.
7. Failure to report Honor Code violations.
8. Knowingly furnishing false information to the College.
9. Alteration or use of College documents or instruments of identification with intent to defraud.

The Honor Code is not bound by the limits of the campus but applies to students wherever they may be at any time.

B. Whenever an assignment is made, the professor should make certain, even to the point of exaggeration, that the student understands the conditions under which the work is to be performed. On quizzes, tests, and examinations taken in the classroom and on pledged work completed outside the classroom, the student should be required to write out and sign the pledge. On all work completed outside the classroom the student should understand whether or not he may use reference material or consult with other students.

If the professor does not wish the quiz or test to be discussed after it has been completed, he should require that the student sign a non-disclosure pledge in addition to the regular pledge.

For example, if the professor desires to give the same test to another class or to give a test early to a student for a legitimate reason, a non-disclosure pledge would be in order. The Student Government has requested that non-disclosure pledges not be extended for more than two days and that the professor specify the exact time at which the pledge ends. It is also requested that no semester examinations be made non-disclosure.
C. Reporting a Suspected Breach of the Honor Code

All suspected Honor Code violations should be reported to the President of the Student Government immediately. If the President of Student Government cannot be reached directly, the Dean of Students should be contacted, who will have the President of Student Government respond appropriately.

It is considered inappropriate for faculty members to handle suspected Honor Code violations on their own. Adjustment of a grade, for instance, is not sufficient penalty for a breach of the Honor Code and is unfair to other students judged under the more stringent standards of the Honor System.

D. Honor Code accusations and proceedings must be confidential and conducted in accordance with the applicable provisions of the Key. Exoneration of a student clears his name, and there is no mention of the case in his permanent record.

2. A. The Faculty may transfer to the Student Government some or all of its jurisdiction over matters of discipline that may result in a student’s separation from the College, such jurisdiction being granted to the Faculty under Article XV of the College’s By-Laws. All procedures, rules and regulations of the Student Government in administering and adjudicating such matters so delegated to it by the Faculty shall be approved by the Faculty. Any action of the Student Government in such matters shall be promptly reported to the President, who shall so advise the Faculty.

B. Any student suspended or expelled by the Student Government under this Article shall have the right of appeal. All appeals shall be made first directly to the Faculty. Appeals to the Faculty shall be heard by the Appeals Committee of the Faculty. The Appeals Committee of the Faculty shall include no more than two (2) student upperclassmen appointed by the Appeals Committee of the Faculty.

C. On an adverse decision of the Faculty Appeals Committee, the student shall then have the right of appeal to the Executive Committee of the Board of Trustees.
VII. LIBRARIANS

A. Status

Special Faculty Status is granted to those in full-time library positions recommended for such status by the Director of the Library and approved by the Faculty Affairs Committee, subject to review by the President and the Board of Trustees. Such status includes a vote in faculty meetings, opportunity for leaves with pay, eligibility for membership on faculty committees, and consideration for continuing appointment in accordance with a procedure similar to that employed for granting tenure. Such consideration will be undertaken in the sixth year of employment. Currently, the positions of Director of the Library, Catalogue Librarian, Instructional Technologist, Media Librarian, and Public Services Librarian carry Special Faculty Status.

B. Terms of Service

Librarians in positions that carry Special Faculty Status are appointed initially to a term not to exceed one year. Annual reappointments may follow, and the College will attempt to provide six months' notification if an appointment is not to be renewed.

Librarians with special faculty status will be evaluated during each of their third and sixth years with respect to performance; a successful sixth-year review will result in a continuing appointment. Librarians on continuing appointment will be provided one year's notice should the College wish to terminate their service. Such termination will be for "cause": financial exigency, discontinuation of a program or office, administrative reorganization, physical or mental incapacity of the individual, or unsatisfactory performance. Individuals terminated from a continuing appointment may appeal their case in the same way that a faculty member denied tenure or promotion may appeal.

Librarians will receive the same fringe benefits that faculty members receive. Librarians on continuing appointments may apply for leaves of absence with pay for a duration not to exceed one semester. Applications will be reviewed by the head of their department, the Dean of the Faculty, and the President, on the basis of the contribution the leave is expected to make to the individual's professional development and future service to the College. A leave can be granted only if no replacement is required.

C. Criteria for Evaluation

A continuing appointment is not granted a librarian merely for satisfactory performance over a given period of time. Such appointments are granted only to those who have demonstrated their considerable value to Hampden-Sydney College and its stated goals. A candidate must make a strong positive case for a continuing appointment; the question is not whether there is a case against him/her, but whether the case is strong enough to justify granting a continuing appointment.

The criteria to be employed when considering a librarian for a continuing appointment are as follows, listed in order of importance:

1. Effective librarianship: Proficiency may be judged on the basis of such factors as performance of assigned duties in the library, service as a librarian to faculty members and
students, initiative in improving such services, and assistance to the College in its instructional role connected with library use by students or faculty.

2. Administrative assignments: Included here are work on College committees, such administrative assignments as may be made by the Dean of the Faculty, effectiveness in budget management and personnel matters, and diligence in strengthening the role of the library in the academic community.

3. Professional activities: These may be judged by attendance at professional meetings, presentation of papers, publication, and demonstrated awareness of new developments in the field of library management and service.

4. Participation in the College community: This would be an evaluation of a librarian's commitment to the College's purposes as demonstrated in daily life, informal relationships with the faculty and students, and general involvement in the continuing effort to improve the quality of College life. Service in the context of the larger community would also be considered here, including involvement in local, state, or national public affairs, or private philanthropy.

D. Procedures for Evaluation

1. The Promotion and Tenure Committee will make an evaluation of librarians being considered for continuing appointment on the basis of the following information:

   a. The librarian under consideration will be asked to submit any and all materials that he/she thinks will be of aid to the committee in reaching a recommendation. This material should directly address the criteria given above, and should include information on librarianship, possible teaching or instructional duties, administrative assignments, possible committee service, professional activities, and participation in the College community. The librarian will also be asked to submit a summary letter making a case for the granting of a continuing appointment.

   b. A sampling of faculty opinion will be undertaken by the Committee. Faculty members will be invited to submit to the committee any information of which they have personal knowledge regarding the librarian's performance.

   c. The Director of the Library will be asked to submit a letter giving a personal and professional estimate of the librarian's effectiveness in meeting assigned tasks, rapport with students and faculty members and fellow librarians, and degree of involvement in professional activities outside the College.

2. On the basis of this information, and a possible interview with the librarian, the Committee will prepare a recommendation to the Dean of the Faculty, with a copy to be sent to the President. The Dean will prepare his own recommendation following an interview with the librarian at which the contents of the Promotion and Tenure Committee's recommendation will be discussed. The Dean's recommendation will be made in writing to the President, who will make the final decision. If the President's decision is negative, the librarian may request the reasons for it in writing.
3. A librarian may appeal an adverse decision by the President following the procedures outlined in Section III.F.1 of this handbook, except that a librarian shall not have the right of appeal to the Board of Trustees described in III.F.1.f.
Hampden-Sydney College observes the guidelines of the American Association of University Professors and the Association of American Colleges on questions of academic freedom and tenure. These guidelines are outlined in the "1940 Statement of Principles" and in amended statements of 1970, and 1976 and 1978. Copies of the AAUP statement of principles and interpretative comments are available in the office of the Dean of the Faculty and in the library.
Every College staff member, faculty member, and student has the right to work and study in an environment free from discrimination and harassment and should be treated with dignity and respect. The College prohibits discrimination and harassment against applicants for employment or admission, students, faculty, or staff on the basis of race, religion, national or ethnic origin, age, sex, disability, sexual orientation, status as a veteran or any other classification protected by local, state or federal law, as applicable.

The College’s policy against discrimination and harassment (“Policy”) incorporates protections afforded by Title IX of the Educational Amendments of 1972, which prohibits discrimination in educational programs and activities based on gender. The Policy also incorporates all other local, state, and federal laws, including Title VII of the Civil Rights Act of 1964. Any individual whose conduct violates the Policy will be subject to disciplinary action up to and including termination for the faculty and staff and expulsion for students.

Harassment is the creation of a hostile or intimidating environment, in which verbal or physical conduct, because of its severity and/or persistence, is likely to interfere significantly with an individual’s work or education, or affect adversely an individual’s work or living conditions on campus. Illegal and improper harassment of individuals who are in any of the protected classifications identified above may include, for example:

- Making unwelcome or offensive comments about a person’s clothing, body, or personal life;
- Use of unwelcome or offensive nicknames or terms of endearment;
- Offensive jokes or unwelcome innuendoes;
- Any suggestion that sexual favors, or status as being in any protected classification identified above, would affect one’s job, promotion, performance evaluations, grades, working or educational conditions; or
- Other conduct that creates a work or educational environment that may be considered offensive or hostile, even though some employees or students might not find it objectionable.

Sexual harassment, in particular, may consist of unwelcome advances, requests for sexual favors, or other verbal or physical conduct when one or more of the following occur:

- Submission to or rejection of such conduct is made a term or condition of an individual’s employment or academic success;
- Submission to or rejection of such conduct is used as the basis for employment or academic decisions; or
- Such conduct has the purpose or effect of interfering with an individual’s work or academic performance or creates a hostile, intimidating, or offensive work or educational environment.

The Policy is about human respect, dignity, and compliance with laws pertaining thereto. Nothing herein is intended to inhibit the faculty in its pursuit of free inquiry or the teaching of, or use of material concerning, topics that may be deemed offensive by some, but that have a legitimate academic and intellectual purpose. In some instances creating an uncomfortable environment challenging prejudices and preconceptions, may serve a legitimate educational purpose. Nothing in the Policy is intended to diminish
the College’s commitment to academic freedom or freedom of expression, each of which is essential to
the work of an educational institution.

The College has designated the Director of Human Resources as its representative to handle issues arising
under the Policy, including Title IX. Individuals who need further information or clarification of the
Policy should contact the Director of Human Resources directly. Staff, faculty, students, and others
protected hereby who feel they have suffered discrimination or harassment in violation of the Policy
should follow the Complaint Resolution Procedure below.

*The Policy also applies to complaints of harassment or discrimination by persons aggrieved by third
parties such as contractors or vendors serving the College. The College cannot always control the
conduct of third parties, but will attempt to take action to remedy any such situations that may arise.*

Complaint Resolution Procedure (“Procedure”)

*(For ease in identifying individuals, the person making a complaint is referred to as the “Complainant,”
and the person about whom the complaint is being made is referred to as the “Respondent.”)*

The College will endeavor to respond to and resolve all complaints quickly and effectively. Individuals in
the protected classifications who believe they have been harassed or discriminated against in violation of
the Policy are encouraged to take action in any of the ways described in the Procedure.

Although none of the actions listed under the Options for Informal Resolution (below) are required before
an individual may file a Formal Complaint, the College favors informal resolution of these claims
whenever such resolution can be effected fairly. Except as expressly provided herein, the Procedure is the
only grievance procedure available to staff, faculty, students, or other parties for violations of the Policy.
No other grievance procedures otherwise available at the College are applicable.

Through the Procedure, the College will take necessary steps to prevent recurrence of any harassment
and/or discrimination determined to have occurred, and will take necessary steps to correct the
discriminatory effects of the conduct on the Complainant and others, if appropriate. During all stages of
the Procedure, every effort will be made to insure fundamental fairness to all parties involved in the
complaint process. The College will make good faith efforts to protect the confidentiality of those
involved in the Procedure to the extent permitted by law and to the extent that continued protection does
not interfere with the College’s ability to investigate allegations or to take corrective action.

The College prohibits retaliation against any individual who files a complaint (informal or formal) in
good faith or participates in a harassment or discrimination inquiry. Disciplinary action will be taken
against any individual who retaliates against a Complainant or participant in a harassment or
discrimination inquiry, or who files a discrimination or harassment complaint in bad faith, or who
maliciously or knowingly files false charges.

Respondent and Complainant may each choose someone in the College community to serve in an
advisory role throughout the Procedure.

Procedures for Informal Resolution

*(The Informal Resolution process often provides an effective means of resolving most disputes. However,
the Complainant may terminate the Informal Resolution process at any time and initiate a Formal
Complaint without prejudice.)*
1. Informal Discussion with Respondent: Prior to the involvement of other parties or College officers, the Complainant may choose to discuss the concerns directly with the Respondent. The Respondent may not realize that his or her conduct is offensive or unwelcome. Many disputes can be resolved quickly and effectively with such direct communication. A complaint brought to the attention of the Respondent shortly after the allegedly offensive behavior occurs (i.e., immediately or in a few days) will usually result in more effective resolution.

2. Informal Discussion with College Officials: A Complainant may, of course, discuss concerns with a friend, confidant, advisor, or counselor. To initiate an informal discussion with College officials, however, a Complainant should contact one of the following individuals in a timely manner, ordinarily within fifteen days of the offending conduct (“days” as used herein shall mean “days when the College administrative offices are open”):

   Students should contact: Dean of Students
   Faculty (or librarians with special faculty status) should contact: Dean of the Faculty
   Staff should contact: Vice President for Business Affairs & Treasurer

   (If the complaint is against one of the designated College officials, the Complainant should contact the Director of Human Resources, who will designate a representative of the College to handle the matter. In cases where the Complainant deems it necessary or desirable to avoid any possible conflict of interest, a more readily available supervisor or an officer in a different administrative branch of the College may be contacted.)

3. The Informal Discussion can help with any or all of the following options:

   a. Assisting the Complainant to determine whether the behavior violates the Policy or to learn more about the Policy generally.

   b. Meeting with the individual whose behavior is alleged to be offensive or unwelcome and discussing the situation to make it clear that the behavior is offensive or unwelcome and should cease.

   c. Conducting an informal investigation with the effect and goal of ending the alleged behavior in an effective and expeditious manner.

   d. Contacting the supervisor of the person whose behavior is alleged to be offensive or unwelcome and requesting assistance to stop the behavior.

   Based on the Informal Discussion, the College official designated in paragraph 2 above will determine what additional action, if any, is necessary.

4. The Informal Discussion process will last as long as the Complainant deems it desirable to continue to meet with the College official designated above, but usually the College will try to resolve the problem at this early stage within ten days. Most complaints can be resolved at this stage. If not satisfied with the resolution from the Informal Discussion, the Complainant may proceed to the Formal Complaint process described below.

   Procedures for Formal Resolution
(If the complaint is against one of the designated College officials, the Complainant should contact the Director of Human Resources, who will designate a representative of the College to handle the matter. In those cases where the Complainant deems it necessary or desirable to avoid any possible conflict of interest, an officer in a different branch of the college may be contacted.)

1. A Complainant may omit the Informal Discussion process entirely and file a Formal Complaint with the Director of Human Resources. Formal Complaints alleging violation of the Policy must be filed in the Director’s office in a timely manner, ordinarily within fifteen days of the offending conduct, or shortly after the conclusion of the Informal Discussion process, usually within ten days. Formal Complaints must be in writing (except in cases where this would not be feasible) and should set out the details of the allegations. If the Complainant, after an initial meeting with the designated college official, decides to proceed, the official should inform the alleged offender of the allegation, of the identity of the Complainant, and provide a copy of the Formal Complaint.

2. In cases where the Respondent is a member of the faculty or staff, the Director or his or her designee will review the Formal Complaint and conduct an investigation, including relevant interviews. The Director or his or her designee will prepare a written report of his or her findings (“Findings”) as expeditiously as possible, usually within thirty days from the date that the Formal Complaint was filed, and will deliver the Findings to the Complainant and Respondent. In cases where the Respondent is a student, the Director will deliver the Formal Complaint to the Dean of Students, who will proceed according to the Procedure in Step 3c below.

3.a. The Director of Human Resources will then forward the Formal Complaint and the Findings to the Appropriate College Official. (“Appropriate College Official” as used herein, shall mean (i) the Dean of the Faculty when the Respondent is a member of the faculty, and (ii) the Vice President for Business Affairs and Treasurer, if the Respondent is anyone other than a student or faculty member.)

3.b. The following procedure will be followed when the Respondent is a faculty member with continuous tenure or an unexpired special or probationary appointment:

Step One. Upon receipt and review of the Formal Complaint and Findings, the Dean of the Faculty (or the President, if the charge is against the Dean, or the Chairman of the Board of Trustees, if the charge is against the President), prior to making a preliminary determination on the matter, will consult with the Respondent to ascertain whether a mutually acceptable resolution to the Formal Complaint exists. If there is no mutually acceptable resolution then the respective college official responsible for handling the Formal Complaint will consult in confidence with an Advisory Committee of tenured faculty about the Complaint and Findings, about strategies for resolution of the Complaint, and about possible sanctions against the Respondent. The Advisory Committee will be the three members of the Faculty Affairs Committee with the longest time in service at the College, but not the Chair, who may later be called upon to serve on the Hearing Committee. Following consultation with the Advisory Committee, the Dean will make a preliminary determination as to whether the Complaint, if found to be true, would be likely to result in the severe sanction or dismissal of the Respondent. Copies of the preliminary determination will be delivered to the Complainant and Respondent.

Mediation
After the Dean has made a preliminary determination, the Dean may wish to suggest that the matter be submitted for mediation, or the Complainant and Respondent may themselves elect to submit the matter to mediation by a mutually acceptable mediator. Under some circumstances, when the College deems it appropriate, the College may assume some or all the costs of the
mediation. If the parties mediate and agree with the outcome, the results of the mediation will be entered as the Final Determination of the case.

Step Two. If the Dean’s preliminary determination inclines towards severe sanction or dismissal, unless the Respondent requests in writing that the matter be resolved as the Dean has proposed, the Dean, prior to proceeding as described in paragraph 4 of this section, will forward copies of the Complaint and Findings, together with the preliminary determination, to a special ad hoc committee of tenured faculty, to be called herein the “Hearing Committee,” comprising the chairs of the following faculty committees:

Faculty Affairs Committee  
Academic Affairs Committee  
Committee on Professional Development  
Gender Issues Committee  
Student Affairs Committee

(The Complainant or Respondent may request that up to two members of the Hearing Committee be replaced peremptorily. If the Complainant or Respondent objects to additional members as interested parties, the objection must be communicated to the Director of Human Resources within three days of the formation of the committee, and the Director of Human Resources will rule on the validity of the objection. If the objection is ruled valid, or in the case of the chairs excused peremptorily, or in the case of committee members who are not tenured, the affected faculty committee will designate an alternative tenured member of the faculty to serve on the Hearing Committee. Ex officio and student members of these committees will not participate in the process of designating an alternative member of the Hearing Committee.)

Step Three. The Hearing Committee will study the Complaint, the Findings, a statement from the Respondent, the Dean’s preliminary determination, and conduct its own investigation, and will then advise the Dean, in writing, of its recommendation (a) on the merits of the allegations, (b) on whether overriding questions of academic freedom are at stake, and (c) on whether the Dean’s preliminary determination should go forward.

Governing Procedures for the Hearing Committee  
The Hearing Committee will elect a chair, who will oversee its work and preside at the formal hearing. The Hearing Committee will conduct its own investigation, which may include gathering additional documents and interviewing both the Complainant and the Respondent and also other witnesses. Following its investigation, the Hearing Committee will hold a formal hearing, usually within a period of fifteen days from its receipt of the case. Both Complainant and Respondent may be present at the formal hearing, unless they explicitly waive that right or choose to submit only a written statement. The hearing affords both parties an opportunity to offer evidence, to answer questions from the Hearing Committee, and to confront adverse witnesses. Both Complainant and Respondent may have a colleague who works at the College present at the hearing in an advisory role. Because the formal hearing is a proceeding before the Respondent's faculty peers, the presence of legal counsel at the formal hearing is not permitted. The Hearing Committee will make an electronic record of the formal hearing, but not of its deliberations.

A primary responsibility of the Hearing Committee is to determine whether, in its judgment, overriding questions of academic freedom are at stake. Following the formal hearing, usually within five days, the Hearing Committee will advise the Dean in writing of its recommendation as to whether the Dean's preliminary determination should go forward. The Hearing Committee may
also suggest changes to the Dean's preliminary determination. Copies of the recommendation of the Hearing Committee to the Dean will be given to both the Complainant and the Respondent.

3.c. The following procedure will be followed when the Respondent is a student.

Upon receipt and review of the Complaint, the Dean of Students will make a preliminary determination as to whether such information, if found to be true, would be likely to result in the suspension, expulsion, or other severe sanction of the Respondent. If both Complainant and Respondent are students, the Dean, prior to proceeding, will forward copies of the Complaint to the Chairman of Student Court, and together they shall decide whether the case should be presented to the Student Court.

Mediation

After the Dean of Students has made a preliminary determination, the Dean may wish to suggest that the matter be submitted for mediation, or the Complainant and Respondent may themselves elect to submit the matter to mediation by mutually acceptable mediator.

If the Complainant is a member of the staff or the faculty and consents to adjudication of the Complaint by the Student Court, it will be adjudicated according to the procedures found in Section V of “The Student Justice System” in The Key; or, if the Complainant is a member of the staff or the faculty and does not consent to adjudication by the Student Court, the Dean of Students will forward copies of the Complaint to a special ad hoc committee comprising

The Associate Dean of the Faculty
The tenured faculty member of the Student Affairs Committee with the longest service at the College
The Chairman of the Student Court

(The Complainant or Respondent may request that up to two members of the ad hoc Committee be replaced peremptorily. If the Complainant or Respondent objects to additional members as interested parties, the objection must be communicated to the Director of Human Resources within three days of the formation of the committee, and the Director of Human Resources will rule on the validity of the objection. If the objection is ruled valid, or in the case of the members excused peremptorily, substitutes will be appointed as follows: if the Associate Dean of the Faculty is excused, the Director of Human Resources will designate an exempt staff member as a substitute; if the tenured faculty member of the Student Affairs Committee is excused, either another tenured member of the Student Affairs Committee will serve or the tenured faculty member of the Appeals Committee having the longest service at the College will serve. If the Chairman of the Student Court is excused, the Dean of Students will designate as a substitute either the President of the Student Body or another member of the student court.)

Governing Procedures for the ad hoc Committee
The Associate Dean of the Faculty (or substitute) will serve as chair of the ad hoc Committee and will oversee its work. The ad hoc Committee will conduct its own investigation, which may include gathering additional documents and interviewing both the Complainant and the Respondent and also other witnesses. Following its investigation, the ad hoc Committee may choose to hold a formal hearing, usually within a period of fifteen days from its receipt of the case. Both Complainant and Respondent may be present at the formal hearing, unless they explicitly waive that right or choose to submit only a written statement. The hearing affords both parties an opportunity to offer evidence, to answer questions
from the ad hoc Committee, and to confront adverse witnesses. Both Complainant and Respondent may have someone who works at or attends the College present at the hearing in an advisory role. The presence of legal counsel at the formal hearing is not permitted. The ad hoc Committee will make a record of the formal hearing, but not of its deliberations. The Committee will inform the Dean of Students of its Recommendation.

4.a. As expeditiously as possible, usually within fifteen days from the date of receipt of the Findings, the Appropriate College Official shall review the Findings and conduct additional investigations, as needed, to make a final determination as to what action, if any, is necessary (the “Determination”). Either party may appeal the Determination within the time period and in the method described below.

4.b. In a case where paragraph 3(b) of this section applies, if the final Determination of the Dean of the Faculty (i.e., the determination rendered after the Dean has received the recommendation of the Hearing Committee described in “step three” above) would require severe sanction or dismissal of the Respondent, and if either the Respondent or the Complainant appeals the Determination, then the Dean’s Determination and any appeals of the Respondent or the Complainant shall be communicated in writing to the Hearing Committee described in paragraph 3.b. above, and such committee shall, usually within a period of five days, advise the Dean, in writing, whether they concur with the Determination. A copy of such written communication from the Hearing Committee to the Dean, together with the Dean’s written comment, if any, will be forwarded by the Dean to the President of the College to be associated with the written appeal and reviewed by the President as a part of the appeal.

4.c. In a case where paragraph 3(c) of this section applies, if the final Determination of the Dean of Students would require severe sanction or suspension or expulsion of the Respondent, and if either the Respondent or the Complainant appeals the Determination, then the Determination of the Dean of Students, the recommendation of the ad hoc Committee, and any appeals of the Respondent or the Complainant shall be communicated in writing to the President of the College for review.

(The provisions in this Grievance Procedure for notifying all parties of findings and determinations will be followed so long as the College determines that there are no violations of state or federal privacy laws, including, but not limited to, the Family Educational Rights and Privacy Act.)

5. If no appeal is filed within the designated time period (defined below in Section 1 of “Procedures for Appeal”), the Determination will be final. The Director will then work with other College officials to enforce the Determination. Regardless of whether an appeal is filed, no party will have a right to pursue any other College grievance procedures relevant to this complaint.

Procedures for Appeal

1. Either the Complainant or the Respondent may initiate an appeal from the Determination. The appeal must be filed in the President’s office within five working days from the date of the Determination. (If the President is involved as either Complainant, Respondent, or an interested party, the appeal will be filed with the Chairman of the Board of Trustees.) The appeal must be in writing and must set forth (1) the substantive reason(s) for the appeal; (2) any new information; and (3) the identity of all witnesses. A copy of the appeal must be given to the non-appealing party, who must provide a written response to the appeal to the President’s office within five working days after receiving the copy of the appeal, and must set forth: (1) a response to the appeal allegations; and (2) the identity of all witnesses.

2. The President will conduct an appeal hearing to gather any additional information deemed necessary. Following the appeal hearing, the President will make a final determination, as expeditiously as possible,
usually within twenty days from the date that the appeal was filed. Except as provided in paragraph 3 below, the decision of the President is final. The College will take appropriate corrective action in the event an employee or student is found to have violated this Policy, up to termination for employees or expulsion for students.

3. If the President’s decision on an appeal would result in the dismissal of a Respondent who is a faculty member with continuous tenure, or an unexpired special or probationary appointment, such Respondent shall be entitled, upon written request within fourteen days of the President’s decision, to have the record in the matter reviewed by the Executive Committee of the Board of Trustees. It shall then be the responsibility of the Executive Committee to reverse, affirm, or modify the President’s decision on the appeal.

Additional Violations Subsequent to the Final Determination

Any violation by the Respondent of the terms of the Final Determination imposed by the College—either by renewed acts of harassment or retaliation against the Complainant or by a breach of agreed confidentiality—is regarded as a severe infraction under this Policy, subject to additional sanctions, including dismissal. In the case of a faculty member with continuous tenure, or an unexpired special or probationary appointment, the President will present the alleged violation of the Final Determination to the Hearing Committee described above (even if, because of the passage of time, the membership will be different) and seek its recommendation on any additional sanctions being considered. The Hearing Committee will review the evidence of the alleged violation and statements from the Respondent before making a written recommendation to the President. Imposition by the College of additional sanctions or of dismissal may be appealed to the Executive Committee of the Board of Trustees (see "Procedures for Appeal," Section 3, above).