

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 Promotion and Tenure 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 the faculty member is released from the 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. Reappointment, 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 Senior Lecturer; Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor; and Lecturer 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. A faculty member who is granted tenure begins as a tenured faculty member in the seventh year. A faculty member who is not granted tenure may stay in the 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.

Tenure-track faculty members on an accelerated tenure clock will be evaluated on the following adjusted schedules:

The faculty member who comes in with 1 year of credit will be evaluated in the spring semester of the first year, then again on the usual review schedule in the third year and for tenure in the fifth year.

The faculty member who comes in with 2 years of credit will be evaluated in the second year and reviewed for tenure in the fourth year.

The faculty member who comes in with 3 years of credit will be evaluated in the spring semester of the first year and reviewed for tenure on the usual review schedule in the third year.

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.

A Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor who has completed six years of teaching at the College or a Lecturer who has completed 126 contact hours of teaching at the College will be eligible to apply for promotion to Senior Lecturer at the discretion of the College if there is need.

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 effectiveness at 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 the candidate but whether the case for the candidate 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 criterion will 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, effectiveness in serving as an advisor to students, and soundness of instructional programs
- b. Competence in Scholarly Discipline. This criterion will 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. Service to the College. This criterion will be judged on the basis of work and duties as distinct from the organization of the professor's own courses. Such work will include service on College-wide committees and activities within one's own program and/or department, such as serving on standing or ad hoc committees, managing facilities, participating in searches, and conducting assessment. In addition, it may also include sponsorship of pre-professional organizations, fraternities, or clubs; leadership of College centers, departments, programs, interdisciplinary majors, or other initiatives; and the organization of College events.
- d. Participation in the College Community. This criterion may be judged on the basis 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 the candidate's 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. The expectation is that the response rate will be at least 50% for each class.

- (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 the following materials from the Dean's own files to assist the Promotion and Tenure Committee in formulating its recommendation: 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 chairs, and any written comments submitted by the faculty member in response to any of these documents. Other materials from the Dean's files that may be deemed helpful to the Promotion and Tenure Committee could also be contributed to the candidate's dossier at the Dean's discretion. 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 a final decision, extend to the faculty member involved an invitation to a conference, at which time the nature of the Dean's recommendation shall be fully explored. The candidate may respond to the Committee's recommendation in writing within two weeks of when invitation to a conference with the Dean is sent or within seven days following that conference with the Dean. The candidate's response will become part of the faculty member's permanent file.
 - (2) Following this conference, the Dean of the Faculty shall make a recommendation to the President in writing, with a copy to the faculty member.
 - (3) While contemplating making a recommendation to the Board, the President shall review the recommendation from the Dean of the Faculty and the summary recommendation prepared by the Promotion and Tenure Committee.

Should the President decide not to recommend a faculty member for reappointment, tenure, or promotion, the President 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 Non-tenure-track Faculty

Each faculty member holding a non-tenure track appointment will be evaluated by the Promotion and Tenure Committee according to the timing and criteria presented below. 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. A negative evaluation can lead to non-renewal of a contract.

Each Senior Lecturer will be formally evaluated every six years. The criteria for evaluation are effectiveness in teaching, service to the College, and participation in the College community.

Each Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor will be evaluated every two years beginning in the second year of teaching at the College. The criteria for evaluation are the faculty member's effectiveness in teaching, competence in scholarly discipline, and service to the department or program.

Each part-time or full-time Lecturer will be evaluated after the completion of the first 21 contact hours of that faculty member's service. The criterion for evaluation will be effectiveness in teaching. A positive evaluation in the 21-hour review may result in a contract renewal. Subsequent evaluations of the total service of a part-time or full-time Lecturer will be performed in the year that the faculty member completes 84 contact hours of teaching and in the year that the faculty member completes 126 faculty contact hours of teaching.

After a Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor has completed six years of teaching at the College or after a Lecturer has completed 126 contact hours of teaching at the College, the faculty member will be eligible to apply for promotion to Senior Lecturer at the discretion of the College if there is need. Excellence in teaching shall be the primary reason for promotion, with consideration being given to service to the College.

A non-tenure-track faculty member who does not choose to apply for promotion to Senior Lecturer or who is not promoted after applying may continue to be employed as a part-time Lecturer at the discretion of the College. If a Lecturer's contract continues to be renewed after 126 contact hours, the Lecturer will be evaluated after every 84 faculty contact hours of teaching.

E. Staff and Retiree Teaching

Any course offered by a staff employee or a retired professor must be approved by the chair of the department or director of the program in which the course will be taught. Staff employees and retired faculty who teach classes will be reviewed on the same schedule as Lecturers.

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 the faculty member 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 a decision. The President may choose to invite the aggrieved faculty member to a conference for a discussion of this decision.
 - 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 or she believes that they are not wholly disinterested. The disqualified members shall be removed, for the purposes of the case at hand only, and the remaining members of the Grievance Committee shall select five members of the committee to adjudicate the

grievance.

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.

Faculty members who feel they have grounds for dissatisfaction with their salaries 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 the faculty member's 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 chairs and directors 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. Review for Tenured Faculty and Senior Lecturers

(1) Frequency of and Criteria for Review: Tenured professors will undergo review every seven years. If a tenured faculty member undergoes a review for full professor in the intervening years, then the clock for post-tenure review is reset. If a tenured faculty member takes a sabbatical, then the year of a sabbatical contributes to the total. The criteria to be used when reviewing a tenured faculty member are as follows, the headings being listed in order of their importance:

(a) Effectiveness in Teaching. This criterion will 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, effectiveness in serving as an advisor to students, and soundness of instructional programs.

(b) Competence in Scholarly Discipline. This criterion will 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.

- (c) Service to the College. This criterion will be judged on the basis of work and duties as distinct from the organization of the professor's own courses. Such work will include service on the College-wide committees and activities within one's own program and/or department, such as serving on standing or ad hoc committees, managing facilities, participating in searches, and conducting assessment. In addition, it may also include sponsorship of pre-professional organizations, fraternities, or clubs; leadership of College centers, departments, programs, interdisciplinary majors, or other initiatives; and the organization of College events.
- (d) Participation in the College Community. This criterion may be judged on the basis of the professor's commitment to the College's purposes as demonstrated in daily life, information 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.

Senior Lecturers will undergo review every six years. The criteria to be used when reviewing a Senior Lecturer are as follows, in order of their importance: effectiveness in teaching, service to the College, participation in the College community.

- (2) Procedure: The Promotion and Tenure Committee will make its evaluation on the basis of the following information and utilizing the procedures stipulated below:
 - (a) 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 since the last review. 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 the candidate's dossier directly to them.

- (b) 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. The expectation is that the response rate will be at least 50% for each class.
- (c) The Dean of the Faculty will contribute to the candidate's dossier any materials from the Dean's own files that may be 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 previous reviews (see III.I.2.d.), letters of evaluation of tenure-track faculty during the probationary period submitted to the Dean by department chairs 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 in writing by the Dean of the content of this material.
- (d) On the basis of this information, and a possible conference with the faculty member, the Committee will prepare a summary letter of review in which it evaluates the degree to which the faculty member meets each of the criteria listed above. Following this evaluation the Promotion and Tenure Committee will prepare a summary highlighting that faculty member's current strengths and weaknesses. This summary will be sent to the Dean of the Faculty and copies will be sent to the faculty member and the President. The Dean of the Faculty will use this summary to assist in making decisions including but not limited to the candidate's eligibility for merit pay increases, the occupation of endowed chairs, course releases, overload teaching, travel funding, summer fellowship funding and sabbatical opportunities.
- (e) The Dean of the Faculty will assess the review submitted by the Committee and shall, before composing a memorandum of record, schedule a conference with the faculty member, at which time the nature of the faculty member's ongoing performance shall be fully explored. Special interests of the faculty member and special needs of the College are both taken into account.

- (f) The review process 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., strongly commended, commended, commended with reservations, or deficient) as well as the candidate's eligibility for merit pay increases and the occupation of named chairs. The expectation is that the majority of the faculty will receive commendation. If a faculty member is strongly commended the Dean of the Faculty will identify specific commendable actions. If a faculty member is judged to be deficient the Dean of the Faculty will identify specific deficiencies. Faculty members judged to be deficient may no longer be eligible for merit pay increases, the occupation of named chairs, overload teaching, course releases, travel funding, summer fellowship funding and sabbatical opportunities. The Dean of the Faculty will inform such faculty members in writing of any specific actions that will be taken in the future if they fail to correct their deficiencies. These actions could range from withholding salary increases to initiating dismissal procedures necessary to relieve a tenured faculty member for cause. The time frame for remedying an identified deficiency may vary depending on the nature of the concern. For example, not-posting or not holding office hours is a concern that can be remedied immediately. Improving the quality of one's teaching might take one or more semesters.
 - (g) Following this conference, the Dean of the Faculty shall submit the memorandum of record to the President, with a copy to the faculty member.
 - (h) A faculty member who is judged to be deficient by the Dean of the Faculty may secure an impartial review of the decision if the faculty member believes that (1) it results from improper procedure, or (2) rests on grounds which violate academic freedom or constitutional rights, or (3) is substantially arbitrary or capricious. The faculty members of the Grievance Committee shall constitute the review board. The burden of proof in an appeal rest with the appellant.
- e. After being granted tenure and having taught six years full time at the College and after each subsequent six years of full-time teaching at the College, each tenured faculty member is eligible for sabbatical leave. Only regular, full-time tenured faculty are eligible to take sabbaticals. Each faculty member's sabbatical shall be used to focus on research or other work that advances scholarly development. Upon returning from sabbatical, the faculty member is required to submit a sabbatical report to the Committee on Professional Development by a date established by the Office of the Dean of the Faculty. Faculty members are encouraged to obtain grants or fellowships to enable them to take a full-year sabbatical. In some cases, due to

special circumstances, a sabbatical may be deferred.

- 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 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 has cause for grievance in any matter not covered by the procedures described in the foregoing paragraphs of the Faculty Personnel Policy (Section III.F.), in the Harassment and Discrimination Policy (Appendix 2), or in the Sexual Misconduct Policy (Appendix 3), the faculty member may petition the Chair of the 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 all information that the Complainant deems pertinent to the case. If the Chair of the Grievance Committee is named in the petition, then the Complainant may petition any member of the Grievance Committee who is not named in the petition, to implement the procedure. The Complainant and the Respondent shall be informed the petition has been received, and each shall receive a copy of the petition. The Complainant and the Respondent will each have the option to excuse one member of the Grievance Committee. Prior to disclosure of the contents of the petition, the remaining members of the Grievance Committee shall select five members of the committee to adjudicate the grievance. The members of the committee adjudicating the grievance will have the right to decide whether or not the grievance merits a detailed investigation. Submission of a petition does not guarantee a detailed investigation. The members of the committee adjudicating the grievance may seek to bring about a settlement of the issue that is mutually satisfactory to the Complainant and the Respondent. If, in the opinion of the members of the committee, such a settlement is not possible or not appropriate, they shall report their findings and any recommended course of action, to the Complainant, the Respondent, and the President of the College. The Complainant and the Respondent shall each be provided an opportunity, upon request, to present a case to the President. The President's decision on all matters of grievance is final. The Grievance Committee shall keep records of the petitions and their outcomes.

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 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. If a professor holds an endowed professorship or chair at the time of retirement, the Emeritus/a title shall include the named professorship or chair as an honorific.

Emeritus status is a designated honorary status, not a faculty position. Emeritus status in itself does not constitute employment, nor does it confer any employment rights or benefits.

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