



Randolph College
Faculty Handbook
Revised October 17, 2022

All changes in the *Faculty Handbook* are subject to review and approval by the Board of Trustees. The *Faculty Handbook* is designed to serve as a source of information about faculty rights and responsibilities at Randolph College. It includes statements on faculty governance, faculty personnel policies, practices, and procedures and faculty fringe benefits, including support for research and study. Employee issues held in common with the staff are included in the *Faculty Handbook*. This handbook is not intended to set forth or amplify the contractual relationship between the College and its faculty members. It is the College's expectation and intention that the policies described herein will from time to time be modified, rescinded, or replaced. Faculty members, accordingly, should not rely on the contents of the *Faculty Handbook* as more than a guide to the College's policies and practices.

1. Proposals can come from any committee, senior administrator, faculty member, or the Board of Trustees. Regardless of origin of a proposal for change it is important for faculty and administrators, including the President, to have an opportunity to review proposals before they come to a vote.
2. All proposals not originating from a faculty committee will be submitted to an appropriate committee for careful study. Any legal issues raised by proposals will be sent to one of the college's lawyers for analysis and comment.
3. Once a proposal has been studied, the committee will decide whether to bring it or not to the faculty for a vote. Proposals from the Board of Trustees do not require a faculty vote, but the Board will provide opportunities for faculty and administrators to offer guidance and perspective on all proposals, and the faculty may vote on Board proposals to register its opinion.
4. A password-protected master document will be maintained in an electronic format in the files of the Provost. Earlier editions of the handbook will be maintained in an archive in the same electronic format. Each new version will include an indication of year and version number in the title. Only the most current version will be available on the Randolph College portal.

The Provost will present a resolution to the Board of Trustees for faculty approved changes to the *Faculty Handbook* at the next tri-annual board meeting.

The updates to the master document will be made by the Executive Assistant to the Provost and Vice President for Academic Affairs within two weeks of approval by the Board of Trustees. The updated version of the handbook will appear on the Randolph College portal within the same time frame. Electronic notification, specifying changes made to the document, will be sent to the faculty email distribution list after completion of the updates.

The Provost (and their designees) may make editorial changes to the *Faculty Handbook* that do not affect policies and procedures. These changes must be approved by the Academic Personnel Committee, which will inform the faculty at the next Faculty Meeting.

Two archival copies of the handbook will be printed by the Executive Assistant to the Provost at the beginning of each academic year. Those copies will reside in the Library and the Provost of the College office.

[Amended: Faculty, 3/15/11, 5/13/14, 5/6/16; Trustees, 5/7/11, 10/4/14, 10/7/16]

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I. INTRODUCTION

[This information is in the *Employee Handbook*](#)

II. THE FACULTY: GOVERNANCE

A. Grant of Power to the Faculty

1. Composition

Members of the faculty will be full-time members of the teaching faculty holding the rank of instructor or above, the President of the College, the Provost, the Dean of Students, the Associate Provost of the College, the Dean of Admissions, the Dean of Graduate Studies, the Registrar, and full-time members of the library staff with faculty status. [Amended: Faculty, 4/14/2009; Approved: Trustees, 5/9/2009]

2. Functions

Subject to the reserve power of control of the Board of Trustees and under the authority of the President, the faculty will determine the academic policy, approve the courses of instruction, administer the curriculum, and establish conditions of graduation and the nature of degrees to be conferred. The faculty will have general charge of instruction, attendance of students, examinations, the academic discipline of the College, and requirements for major and minor programs. The faculty is concerned with the College as a whole and may advise in matters affecting the general welfare of the College, including the Honor System, student life and discipline, and the social and religious life of the College.

3. Organization

The faculty may promulgate rules for its organization and conduct of business and may make recommendations to the President concerning faculty committee composition, membership, and functions. [Amended: Faculty, 09/11/2019; Approved: Trustees, 10/03/2019]

B. Faculty Meetings

1. The members of the faculty, meeting as a legislative body, deal with issues of educational policy and procedure. During the academic year, the faculty ordinarily meets on the second Wednesday of each calendar month. The Faculty Representative Committee (hereafter referred to as the FRC) may reschedule the meeting should circumstances require or warrant it. Meetings are scheduled for one and a half hours but may be extended by a simple majority vote. [Amended: Faculty, 5/10/2016, 9/11/2019; Approved: Trustees, 10/07/2016, 10/03/2019]
2. The agenda for the meeting is set by the FRC in consultation with the Provost and the President. All agenda items will be circulated in writing prior to the meeting. Normally, the agenda will include reports from the FRC, the Provost, and the President, along with other

reports as appropriate.

3. Those entitled to attend faculty meetings on a regular basis are full-time and part-time teaching members of the faculty; professional librarians with faculty status (i.e., with a graduate degree in Library Science); members of the Senior Staff (President, Provost, Dean of Students, Vice President for Finance and Administration, Vice President for Institutional Advancement, Director of Alumnae and Alumni, Director of Institutional Research, Planning, and Assessment; Registrar, and other members of the staff designated by a vote of the faculty. Those so designated are:

Associate Provost
Director of the Career Development Center
Chief Technology Officer
Director of the Counseling Center
Director of the Maier Museum
Director of Student Success

Invitations for others to attend the faculty meeting must be approved by the FRC in consultation with the Provost and the President. [Amended: Faculty, 5/15/2015; Approved: Trustees, 10/01/2015]

4. **Eligibility to Vote**

On motions concerning the curriculum and in elections of faculty to representative positions (e.g., the FRC, the Judiciary Committee, Faculty Representative to the Buildings and Grounds Committee of the Board of Trustees, and any other representative positions that may be created), those eligible to vote are full-time members of the teaching faculty holding the rank of instructor or above, full-time members of the library staff with faculty status, and part-time teaching or library appointees who are employed at half-time or more for the academic year and who have accumulated 12 semester hours of teaching at the College, or the equivalent of one semester of full-time work in the library.

On all other motions, those eligible to vote also include the President, the Provost, the Dean of Students, the Associate Provost, and the Registrar. [Amended: Faculty, 4/14/2009; Approved: Trustees, 5/9/2009]

5. **Voting Procedures.**

Ordinarily, a simple majority vote of eligible voters present and voting is required to approve an action presented to the faculty, with exceptions as stipulated in Robert's Rules of Order (Newly Revised). By a two-thirds vote, faculty may vote to suspend Robert's Rules. Currently approved procedures not in accordance with Robert's Rules are:

A. The Pasternack Rule: A motion for major change in faculty policies or practices will not be subjected to final action during the faculty meeting in which it is proposed. Such a new motion may be discussed, debated, or amended; but after such discussion, debate, or

amendment, the motion must be tabled to be automatically brought forward as “old business” in the next regular or called meeting of the faculty. A motion may be designated as one representing major change by the person, group, or committee bringing the motion; by the President or other presiding officer; or by a simple majority vote in response to a privileged motion from the floor.

This rule may be suspended at any time by an affirmative vote of at least two thirds of the faculty present. A motion to suspend this rule will be a privileged motion.

B. Straw polls are allowed. [Amended: Faculty, 4/12/2011; Approved: Trustees, 10/01/2015]

C. By a simple majority vote of the faculty, a larger majority vote may be ordered on any matter before the faculty.

6. Officers and Election

The FRC Chair is the presiding officer at faculty meetings. In the absence of the FRC Chair, another member of the FRC will preside. [Amended: Faculty, 9/11/2019; Approved: Trustees, 10/03/2019]

The members of the FRC, the Faculty Representative to the Judiciary Committee, the Faculty Representative to the Buildings and Grounds Committee of the Board of Trustees, and the members of the Faculty Budget Committee are all elected by the faculty. The FRC will be responsible for bringing to the faculty, in April, a list of nominees for all elected positions and committees for the following year.

7. Parliamentarian

The FRC appoints a parliamentarian from the faculty to be responsible at faculty meetings for points of order and procedure in accord with Robert’s Rules of Order (Newly Revised) or faculty-approved amendments to the rules. [Amended: Faculty, 9/11/2019; Approved: Trustees, 10/03/2019]

8. Faculty Secretary

The FRC appoints a faculty secretary chosen from the faculty who is responsible for taking minutes and circulating them prior to each meeting. [Adopted: Faculty, 4/12/2011; Approved: Trustees, 10/01/2015]

Audio Recording Policy. It is the responsibility of the Faculty Secretary to ensure that faculty meetings are audio recorded. The recording is used only to assist with the preparation of the minutes and to clarify any dispute or query relating to the minutes that is raised before or during the subsequent faculty meeting. The audio recording will be securely stored in the Provost’s office and archived until all minutes in the academic year have been approved, at which time they will be deleted. The recordings may only be accessed by the Faculty Secretary. Faculty and staff entitled to attend faculty meetings (see II.B.3) may submit a

written request to the Provost and listen to the recordings in the office of the Provost. No copies of recordings may be made. Any other audio or visual recording of faculty meeting is strictly prohibited.

[Adopted: Faculty, 3/12/2013; Approved: Trustees, 5/2/2013]

C. College Committees

There are four groups of college committees: Standing Committees, Elected Committees and Appointments, College-Wide Committees, and Administrative Committees and Appointments. [Amended: Faculty, 12/2013, 5/2014; Approved: Trustees, 2/2014, 5/2014]

Except in cases when an administrator is the designated chair, the chair of each committee should ordinarily be chosen from faculty members in their second or third year of service on that committee. The term of service for committee chairs is normally one year but may on occasion be extended to two.

Each committee chair makes an annual report in writing to the faculty and administration. Minutes and reports will be kept on file for a minimum of three years in the office of the Provost.

1. Standing Committees

- a. The President determines the structure of the College Standing Committees; they may receive recommendations concerning committee composition and functions from the FRC, from which they also receive nominations for committee appointments except when otherwise specified. These committees are responsible to the faculty.
- b. The normal term of appointment to Standing Committees is three years. These committees are classified as Heavy Load, Moderate Load, and Light Load. The purpose of this classification is to provide a general idea of the amount of time required of committee members in performing their responsibilities. Normally, a faculty member will not be asked to serve on more than one Heavy Load Committee. Heavy Load Committees generally meet weekly throughout the academic year. Although some Heavy Load Committees may meet less often, it is unusual for one to meet less than twice a month. Moderate Load Committees will meet twice a month on average throughout the year, although they may do the majority of their work during a limited portion of the academic year. Light Load Committees usually meet monthly or less frequently throughout the academic year. At certain times of the year, however, they may meet more often.
- c. The Standing Committees are as follows:
 - 1) **Academic Personnel (Heavy Load)**
 - Reviews (or passes on to the appropriate body) any issue which a faculty member refers to the Committee as constituting a significant factor in the morale of the faculty.

- Reviews policies on tenure, promotion, and academic freedom, and brings to the faculty or to the administration, as appropriate, proposals involving policy changes.
- Makes tenure recommendations to the Provost and the President concerning faculty members who have completed their probationary period and serves in an advisory capacity on questions of promotion.
- Consults with the Senior Administration when changes in the structure of faculty compensation or other benefits are contemplated.
- Consults with the Provost on the development of sabbatical criteria and reviews sabbatical proposals and makes recommendations to the Provost.

There are two subcommittees. The Faculty Grievance subcommittee and the Student Grievance subcommittee (which might act as an ombudsperson) consider complaints or problems brought by individuals. The Faculty Grievance subcommittee is composed of the Chair and two faculty members; the Student Grievance subcommittee is composed of the Chair, the other two faculty members, and the two student members of the Committee.

The Committee as a whole and the subcommittees are appointed at the same time. In the case of a conflict of interest, the subcommittee member will excuse themselves and a temporary substitution will be made by the chair of the Committee.

[Amended: Faculty, 9/08/2015; Approved: Trustees, 10/01/2015]

Membership: Five tenured faculty members (one chairs the Committee), two students (juniors or seniors) who serve on the Student Grievance subcommittee only. The faculty members shall include at least one from the natural sciences and mathematics, one from social and behavioral sciences, and one from arts and letters, with no more than two faculty members from any single division. The Provost serves as a resource person for the Committee. [Amended: Faculty, 3/9/1992; Approved: Trustees, 4/25/1992; May 7, 2022]

2) **Curriculum Committee (Heavy Load)**

The Committee considers questions concerning the curriculum and other matters of academic policy. Matters may be presented to the Committee by any member of the faculty or administration or by a department, or they may originate within the Committee. Students on the Committee furnish information on student needs and attitudes and provide liaison between the Curriculum Committee and the Student Curriculum Committee.

- Reviews for approval or rejection all departmental proposals for permanent course changes and presents those approved to the faculty for its approval.
- Reviews for approval or rejection all proposals for Independent Study and Experiential Learning projects.
- Considers for approval courses to be listed as part of the General Education Program.

- Approves new courses to be given on a “one-time only” basis.
- May consider and recommend to the faculty changes in educational policies.
- Reviews proposals for new programs and for significant revisions to existing programs. Any such proposals will be reviewed by the Director of Institutional Research, Planning, and Assessment, who will monitor committee proposals as they are brought to the faculty and render an opinion, in the form of an email to the chair of the Committee and the Provost, on the status of the proposal respecting SACSCOC substantive change.

Membership: Five faculty members (one chairs the Committee), two students, and, as non-voting members, the Provost, the Registrar, and the Director of the Lipscomb Library.

[Amended: Faculty, 4/2012, 5/8/2019; Approved: Trustees, 5/2012, 10/03/2019]

3) **Admissions (Heavy Load)**

The Admissions Committee provides the Admissions staff with guidelines for the identification, encouragement, and selection of students for admission. The Admissions staff provides the Committee with regular statistical reports on the number and status of applications. Faculty members of the Committee may read any application folder at any time, and all members of the Admissions Committee evaluate folders of applicants who do not meet the criteria established by the Committee. The whole Committee meets to compare notes on their file reviews and find consensus on an admissions decision.

Voting members: Dean of Admission who serves as convener, Associate Provost, the Admission staff member who has prepared the folder, two faculty members, Coordinator of Access Services, Dean of Students. Non-voting members: Other Admission staff members.

[Amended: Faculty, 10/2011]

4) **Board of Review (Moderate Load)**

- Makes decisions on student petitions concerning academic regulations and eligibility requirements.
- Hears appeals from students wishing to resubmit an application for Experiential Learning or Independent Study that has been rejected by the Curriculum Committee.
- Reviews academic policies and makes recommendations to the Curriculum Committee.

Membership: Four faculty members*, one of whom serves as chair; Associate Provost; Registrar (non-voting). [Amended: Faculty, 3/9/1992; Approved: Trustees, 4/25/1992]

*Faculty members should ordinarily be available to meet occasionally during intersessions.

5) **International and Off-Campus Programs Committee (Heavy Load)**

- Promotes study abroad and domestic programs that enhance home-campus courses of study.
- Monitors off-campus study policies and criteria for approval of Off-Campus Study Programs.
- Assists the Associate Provost in duties related to international and off-campus study, including allocation of scholarship funds for students studying abroad.
- Rules on all program proposals submitted by faculty for affiliated programs and short-term study seminars and assists faculty in submitting approved program proposals to the Curriculum Committee for its approval. If a program is approved, the faculty submitting the proposal then submits a course proposal to the Curriculum Committee for approval. If approved, the Curriculum Committee will then present the program to the faculty as an information item.
- Rules on off-campus study applications submitted by students planning to participate in an affiliated or unaffiliated program.
- Establishes a timetable for evaluations of affiliated and unaffiliated programs and conducts those evaluations using materials supplied by the Associate Provost and faculty sponsors.

Membership: Three faculty members, Associate Provost (ex officio/voting), and Registrar (ex officio/voting).

[Adopted: Faculty 5/3/1993; Approved: Trustees, 4/29/1993; Amended: Faculty 5/12/1998; Approved Trustees 10/1998; Amended: Faculty 2/6/2001; Approved Trustees, 5/2001; Amended: Faculty 3/9/2022; 5/06/2022]

6) **Professional Development (Moderate Load)**

The Committee's role is to support faculty research, curriculum improvement, and participation in professional activities beyond the campus. Faculty may apply for Professional Development Grants and Teaching Enhancement Grants as listed in V. C. Grants for Study and Research. Grants awarded by the committee are processed by the Provost's office. This committee assignment is considered light load for all members except the chair, for whom it is moderate load.

Membership: Four faculty members, one of whom chairs the Committee; the Provost participates in an advisory capacity in discussions of policy changes. [Amended: Faculty 5/13/14, 3/9/2022; Trustees 10/2014, 2/07/19, 05/06/2022]

7) **General Education Committee (Heavy Load)**

- Creates policies needed to implement the general education program of Randolph College.
- Establishes college-wide learning outcomes that describe what general education should accomplish, creates rubrics used to decide if a course can be listed as part of the general education program, brings proposals regarding general education to the faculty, and reports to the faculty on the

implementation and the initial assessment procedures of the general education program.

The General Education Committee will serve through AY2021-2022.

Membership: Four faculty members (one chairs the committee), the Registrar (non-voting), and the Provost (non-voting)

[Adopted: Faculty, 5/10/2017; Approved: Trustees, 10/6/2017]

8) Faculty Reappointment, Tenure and Promotion Appeals Committee (Light Load)

The Faculty Reappointment, Tenure and Promotion Appeals Committee is the body to which candidates may appeal when reappointment, promotion or tenure is denied. The responsibilities of the committee in this process are described in Section N.2.

Membership: Five tenured faculty members are appointed to staggered six-year terms. The committee will elect its own chair at the start of the academic year. In general, faculty members should not serve on both APC and Faculty Reappointment, Tenure and Promotion Appeals Committee concurrently. [Adopted: Faculty, 12/15/2015; 4/10/2019; Approved: Trustees, 02/06/2016, 02/07/2019, 5/01/2019]

2. Elected Committees and Appointments

a. Faculty Representative Committee Chair

- Chairs the FRC.
- Represents the faculty to the Board of Trustees.
- Represents the faculty to the President and the Provost.
- Represents the faculty to Senior Staff.
- Chairs Informal and Formal Faculty Meetings.

The FRC Chair is elected by the faculty and serves a two-year term. The FRC Chair is entitled to one course release per semester or equivalent payment.

[Adopted: Faculty, 3/2/1999; Approved: Trustees, 5/1999; Amended: Faculty, 12/2013]

b. Faculty Representative Committee

- Performs both representative and planning functions.
- Represents faculty interests to the administration.
- Presides over an informal meeting of faculty not less than once each semester.
- Oversees, in consultation with the President, the faculty committee structure. The FRC will be responsible for bringing to the faculty, in April, a list of nominees for all elected positions and committees for the following year.
- Recommends committee membership and leadership to the President.

Academic Planning Functions:

- Engages in long-term academic planning for the College and makes advisory recommendations to the Provost and the President.
- Studies decennial reviews and departmental responses for the purpose of making informed recommendations about long-term academic planning and staffing. [Amended: Faculty, 2/1/2020; Approved: Trustees, 5/7/2020]
- Reviews departmental staffing requests when a vacancy occurs or a new position is sought and makes an advisory recommendation to the Provost.

Membership: Six faculty will be elected for three-year terms, with two of the terms expiring each year. Elections will ordinarily take place at the April faculty meeting. The committee meets regularly with the President and the Provost and consults as needed with chairs of other committees. [Amended: Faculty, 5/5/2003; Approved: Trustees, 5/2003]

c. **Faculty Representative to the Trustee Finance & Infrastructure Committee**

- Represents the faculty during campus facilities planning.
- Helps to resolve problems or concerns faculty may have concerning College facilities.
- Serves as a liaison between the faculty and the administration and trustees on facilities issues.
- Works actively with the Director of Buildings and Grounds and the Vice President for Finance and Administration to promote the effectiveness of College facilities and infrastructure.
- Attends meetings of the Trustee Finance & Infrastructure Committee to provide a report summarizing comments, suggestions, and any concerns of the faculty regarding campus maintenance and planning for future facility needs.

The Faculty Representative to the Trustee Finance & Infrastructure Committee is elected by the faculty and serves a two-year term.

d. **Faculty Representative to the Judiciary Committee**

- Attends all judiciary hearings of the student-run Judiciary Committee.
- Is a voting member of the Judiciary Committee.

At hearings, all members of the committee are involved in the proceedings, weigh evidence, vote on the innocence and guilt of accused students and on the sanctions proposed for those found guilty of honor code infractions.

For a detailed description of how the honor system and the judiciary system operate, consult the corresponding section of the *Student Handbook*.

The Faculty Representative to the Judiciary Committee is elected by the faculty and serves a two-year term. Following that two-year term the Faculty Representative to the Judiciary Committee then serves for two-years as the Faculty Representative to the Judicial Appeals Board.

e. **Faculty Representative to the Judicial Appeals Board**

One person represents the faculty during a two-year term on the Judicial Appeals Board. In order to guarantee that there will be someone on the Board with a significant degree of practical experience in administering the honor code, they automatically rotate into this position after completing a two-year term as the elected faculty representative on the Judiciary Committee.

The faculty member serves on the Judicial Appeals Board along with the President and the elected President of Student Government. Each member has one vote. The Judicial Appeals Board's purpose is to hear appeals of convictions and sanctions handed down by the Judiciary Committee. By majority vote, the Judicial Appeals Board may sustain or overturn a conviction, and may modify any sanction.

Appeals involve:

- Briefing by the Judiciary Committee Chair.
- Listening to recordings of the Judiciary Committee hearing.
- Questioning of involved parties.
- Consideration of any critical new evidence or substantial, material procedural errors by the Judiciary Committee.
- Deliberation that may in some cases be protracted.
- Some appeals may require more than one meeting.

Appeals are automatic in cases resulting in suspension or expulsion from the College, though a suspended or expelled student has the right to waive the appeal. Appeals are also granted in instances involving the emergence of critical new evidence or substantial, material errors in procedure on the part of the Judiciary Committee.

The workload of the Judicial Appeals Board may vary significantly from year to year, depending on the number and nature of the cases before the Judiciary Committee. The workload will never be as great as that of the faculty representative to the Judiciary Committee, and may be substantially less. In some years, however, multiple instances of suspension or expulsion may place a noteworthy burden on the Board.

f. **Faculty Budget Committee (Heavy Load)**

- Ensures that faculty members have substantial input into budgetary decisions affecting the curriculum, expenditures for academic initiatives, the purchase of educational equipment, the library budget, funds for research, and those aspects of student life that relate to the educational process.
- Advises the President and the Provost with regard to College-wide priorities in deciding on the overall allocation of institutional resources and the proportion to be devoted directly to the academic program as well as faculty salaries and fringe benefits.
- Meets with the Vice President for Finance and Administration, the Provost, and the President to discuss College-wide budget priorities in the early stages of budget preparation for the following academic year. Normally this meeting will take place in October. A meeting will be held in the spring when the budget is nearing completion.

- Promotes transparency by frequently seeking advice from faculty colleagues and keeping them informed about considerations and decisions throughout the budget process.
- Accesses the information necessary to perform its task effectively, and has the opportunity to confer periodically on fiscal matters with representatives of the administration and governing board of the College [Amended: Trustees, 5/9/2009; Approved: Faculty, 5/12/2009]
- Reviews annual updates from the Provost and biannual updates from the Director of Human Resources on changes in faculty and staff respectively, including new positions, revised or eliminated positions, and positions converted from part-time to full-time or full-time to part-time. These updates will include the funding sources for these positions. These updates will be made available to the faculty.

Membership: Three elected faculty members (one chairs the Committee), Provost, ex-officio. [Adopted: Faculty, 4/14/2009; Approved: Trustees, 5/9/2009]

3. College-Wide Committees

a. Campus Events Committee (Moderate Load)

- Funds select campus events.
- Consults with other interested students, faculty, and staff regarding types of programs and performances presented on campus. The committee strives to fund events with broad appeal to a large community.
- Oversees the allocation of monies for departmental speakers who are not included in departmental budgets. With support from the Campus Events Committee fund, departments may invite speakers to address a class or classes, though whenever practical such speeches should be open to as broad a section of the community as possible. Amounts normally range from \$1,000 to \$2,000.

Membership: Three faculty members (one of whom co-chairs the committee), the Senior Associate Director of College and Special Events (who serves as the other co-chair), and three student members.

The Dean of Students, Vice President for Advancement, Provost, representative from the Business Office, Coordinator of the Thayer Memorial Lecture Series, and one faculty from each of music, art, dance, and creative writing serve as resources for the committee. [Adopted: Faculty, 5/1999; Approved: Trustees, 5/1999; Amended: Faculty, 5/13/2014; Approved: Trustees, 5/2000, 10/4/2014]

b. Information Technology Advisory (ITA) Committee (Light Load)

- Reviews requests made by faculty and academic departments for computer hardware and software, along with PIN requests (unexpected/emergency, low-cost technology needs) and makes recommendations to the Chief Technology Officer concerning those requests.
- Works with the Chief Technology Officer to recommend and review policies pertaining to the procurement, location and use of technology by the College in

general, as well as to the academic program in particular.

- Coordinates efforts for faculty development and support related to technology, and makes recommendations to the Provost.
- Consults with the Chief Technology Officer on hardware and software decisions affecting the academic program.
- Consults with the Provost on the technology aspects of academic renovation projects.
- Serves as a channel for information about campus computer resources.
- Stays abreast of emerging technologies and evaluates the appropriateness of their application to the College.
- Pays special attention to the impact of technology use on College culture.
- Assists in setting priorities for College-wide technology projects.
- Communicates technology directions to the campus community.
- Examines and evaluates potential hardware and software decisions that affect the entire community.
- Welcomes input from any campus constituency on IT issues.

Membership: Three faculty members; Chief Technology Officer (ex officio); a representative from the Registrar's Office; and one student.

[Amended: Faculty, 03/09/2022; Approved: Trustees, 05/06/2022]

c. **Committee for Student Scholarship (Heavy Load)**

The Committee's role is to support and promote production and presentation of student and faculty-student collaborative research and creative endeavors through management of the Center for Student Research Programs (including, but not limited to the RISE Program, the Summer Research Program, the Symposium of Artists and Scholars, the Lunch & Learn Program, and the MARCUS Conference).

- Communicates with students and faculty about Committee programs.
- Accepts, evaluates, and makes determinations on student applications for the programs.
- Works with the Office of Constituent Relations to promote campus events related to the programs.
- Oversees logistics of campus events related to the programs.
- Manages budgets for the programs.
- Works with the Office of Admission to promote student research opportunities to prospective students.
- Works with the Sponsored Program Officer in finding outside funding for student-faculty research and creative endeavors.

Membership: Four faculty members (including two Directors) and three staff members, preferably to include representatives from the Offices of the Dean of Students, Alumnae and Alumni Relations, and Constituent Relations; the Director of Student Research chairs the committee; the Director of Summer Research oversees the Summer Research Program, including management of all summer activity; the Directors are appointed by

the Provost in consultation with the FRC and typically serve three-year terms. Each Director is entitled to either one course release per year or the equivalent payment. [Amended: Faculty, 10/2020; Approved: Trustees, 5/2012]

4. Administrative Committees, Appointments

a. Alumnae Awards Committee

- Reviews nominations for alumnae and alumni to receive the Alumnae Achievement Award.
- Meets once in the spring to make a recommendation to the President.

Membership: Director of Alumnae and Alumni (Chair), one faculty member, two alumni, the President (ex-officio).

b. Institutional Animal Care and Use Committee (IACUC) (Light)

The IACUC oversees the humane use and care of non-human, live vertebrate animals for research and teaching at Randolph College. The committee ensures compliance with applicable federal, state and local laws and regulations.

- Reviews, deliberates, approves, amends, declines, and withholds approval of animal use protocols, or protocol components, involving College personnel (faculty, students or staff) or facilities.
- Conducts semi-annual review of the College animal use program and facilities to ensure compliance with United States Department of Agriculture (USDA) and Public Health Service (PHS) guidelines.
- Conducts a semi-annual inspection of all College animal use facilities to ensure compliance with USDA and PHS guidelines.
- Reviews all approved animal use protocols on an annual basis.
- Investigates all reports of animal policy non-compliance, animal misuse, and animal mistreatment.
- Works with the College Institutional Official (IO, who is the President or a presidential designee) to suspend and/or cancel unlawful animal use activities or activities that violate the College animal use policies.
- Makes recommendations to the IO regarding any aspect of the institution's animal program, facilities, or personnel training.
- Oversees the development and implementation of an orientation and training program for all College personnel who use animals for research and teaching.

Composition of the Committee:

The IACUC consists of at least five voting individuals, including the following: one or more College scientists with research experience involving animals, one or more College members (faculty or staff) from a non-scientific field, one state-licensed Doctor of Veterinary Medicine with training or experience in laboratory animal science and medicine, and one non-institutional member who reflects the standards of the community-at-large and who has no direct or indirect affiliation with the College.

Terms of committee membership:

The IO is solely responsible for appointment of members to the committee. The veterinarian, community representative, and chair notwithstanding, members of the committee are appointed to serve a three-year term. Members may be asked to serve consecutive terms. The chair of the committee will serve for a term of four years, and may be asked to serve consecutive terms. The veterinarian and community representative are appointed to serve unlimited terms and are replaced by the IO when a vacancy occurs. In general, the IACUC chair should be a tenured member of the faculty, possess sufficient experience and expertise to competently review animal use protocols and provide effective oversight of animal care and use at the College. The chair of the committee should have sufficient knowledge of federal law to ensure that College animal use policies are fully compliant with those laws and regulations.

[Amended: Faculty, 9/08/2015; Approved: Trustees, 10/01/2015]

c. **Chemical Hygiene Officer (see Safety Committee)**

d. **College Marshal**

- Leads the procession of faculty and the presidential party at convocation, graduation, and other state occasions such as inauguration.
- Approves the memos to faculty from the Office of the Provost concerning the order of march prior to each event.

e. **Health Professions Advisor**

The health professions advisor works with students before and throughout the four-year program to assist with their academic preparation and application to programs in human health.

- Emails and meets with prospective students at the request of the admissions counselors.
- Regularly attends Randolph College open house events.
- Meets with students regarding their curricular and co-curricular plans throughout their four years and helps with the application process.
- Chairs the Health Professions Advisory Committee, which prepares committee letters of recommendation and is responsible for distributing letters to health professions schools that request them.
- Coordinates the articulation agreements that Randolph College maintains with health professions programs (currently University of Lynchburg School of Physical Therapy and Bridgewater College MS in Athletic Training).
- Regularly attends meetings of the National Association for Advisors of the Health Professions in order to keep current with changing application policies.

f. **Health Professions Advisory Committee (Light Load)**

- The Health Professions Advisory Committee interviews students for health professions programs when a committee letter is required by the program.
- The chair and committee write the committee letter together. The student arranges for reference letters and transcripts to be sent to the chair, and may submit other materials as appropriate.

- The chair prepares and maintains the files in electronic and paper format, and coordinates sending them to health professions schools as requested by the student during the application cycle, which may include the summer months.

Membership: Health Professions Advisor (chair) and two faculty members from a range of disciplines.

g. Institutional Review Board Committee (Light Load)

The Institutional Review Board (IRB) is a committee that has been formally designated to review and monitor research involving human subjects. This Committee is mandated by the National Institutes of Health, the Department of Health and Human Services, and the U.S. Public Health Service to review research involving human subjects in order to protect the subjects' rights and welfare.

The IRB is the body charged with reviewing, prior to its commencement, all research, whether funded or not, involving human subjects conducted under the auspices of the College by its faculty members, students, or staff, as well as research by outside investigators using College students, personnel, or facilities.

The IRB accepts applications for approval of research involving human subjects between the first and last day of class of each semester. Applications received during the winter or summer break will be reviewed at the beginning of the following semester. Upon notice to the IRB Chair before the end of the semester, an exception may be made for student-faculty research projects conducted through the Summer Research Program. Exceptions for other summer or winter research may be granted only under unusual circumstances. Applicants should only expect the IRB committee to review applications when the College is in session.

- Monitors compliance with IRB laws and guidelines and any amendments including proper procedures for adverse events reports.
- Participates in IRB training as determined by the IRB Chair and the Provost.
- Determines what activities constitute human subjects research.
- Develops and implements institutionally appropriate procedures for ensuring the protection of human subjects.
- Writes or updates application materials, related forms, and guidelines to ensure that the review process is clear, efficient, and in accordance with changes in federal law.
- Conducts reviews of research projects to ensure that such research will be carried out in a manner that safeguards the rights and well-being of the subjects and that minimizes psychological, physical, social, and other risks to subjects.
- Requires that information given to participants as part of informed consent is in accordance with appropriate laws, regulations, and international standards.
- Requires documentation of informed consent or waives documentation in accordance with federal regulations.
- Notifies investigators and the faculty advisor, when applicable, in writing of its

decision to approve or disapprove the proposed research activity, or of modifications required to secure IRB approval of the research activity.

- Notifies investigators and the faculty advisor, when applicable, in writing that any adverse events must be reported to the IRB.
- Monitors the submission of an end-of-the-project report prior to close of the academic year in which the research was conducted.
- Conducts continuing review of research appropriate to the level of risk, but not less than once per year.
- Observes, or appoints a third party to observe, the consent process and research when deemed necessary according to its authority and judgment.
- Invites, in its discretion, non-voting individuals to assist with a review of issues which require expertise beyond or in addition to that available on the IRB.
- Suspends or terminates approval of research that is not being conducted in accordance with the IRB's requirements or that has been associated with unexpected harm to participants. Any suspension or termination of approval will include a statement of the reasons for the IRB's action and will be reported promptly to the investigator, faculty advisor (when applicable), department chair, and the Provost.
- Maintains accurate records, including minutes of IRB meetings, applications, letters of approval or disapproval of research, adverse event reports, end-of-the-project reports, documentation of suspensions or terminations of research, communication between the committee and investigators, and other related documents and communications. All records will be organized and stored in a secure, central location, determined by the IRB Chair, on campus for three years.

Membership:

The IRB will consist of five to seven members recommended by the FRC and appointed by the Provost. The FRC, in consultation with the previous IRB chair, recommends the chair of the committee to the Provost who then makes the appointment.

The membership of the IRB should include faculty from within the College who regularly carry out research with human subjects or are sufficiently qualified to review research activities involving human subjects. At least one should come from a scientific discipline and one from a non-scientific discipline. The membership of IRB must also include at least one administrator or staff member as an ex officio committee member. When feasible, a member should come from the Office of the Dean of Students. The Sponsored Program Officer may serve as a regular ex officio member of the IRB.

IRB mandates require that one member is neither a member of the College community nor has a regular connection (e.g., family, business) to the College.

Every effort should be made to ensure that the committee is diverse and sensitive to racial, ethnic, cultural, gender, and international diversity.

An investigator submitting research requests or sponsoring research requests can be a member of the IRB; however, the investigator-as-member cannot participate in the review and approval process for any project in which they have a present or potential

conflict of interest. Where the investigator-member has a conflicting interest, the investigator is present only to provide information requested by the IRB.

If the IRB regularly reviews research that involves a category of vulnerable subjects, such as children, prisoners, pregnant women, or handicapped or mentally disabled persons, consideration will be given to the inclusion of one or more individuals who are knowledgeable about and experienced in working with these subjects.

An administrator or staff member will initiate research reviews and facilitate meetings during the winter and summer breaks according to the policy for accepting applications during these periods, as stated in the committee description. During these periods, the IRB chair or, when the chair is unavailable, a sufficiently qualified faculty member appointed by the Provost will write and sign official IRB letters of approval or disapproval.

Criteria for IRB membership – as stipulated in 45 CFR 46.107.
[Adopted: Faculty, 4/9/2013; Approved: Trustees, 5/2/2013]

h. Safety Committee (Light Load)

The main function of the safety committee is to actively promote interest in safety and reducing accidents.

- Familiarizes themselves with the campus safety policies, programs, and responsibilities.
- Assists in the developing of safety procedures and in monitoring the safety program.
- Participates in committee meetings and supports the activities of the committee.
- Reviews and discusses current accident investigations. The committee will determine if the accident was preventable and make recommendations to the appropriate faculty and/or staff for improvement.
- Makes facility inspections and reports findings and recommendations for the elimination of unsafe acts or conditions to the appropriate faculty and/or staff.
- Sets an example of safe acts and procedures by wearing proper protective equipment and operating equipment by established procedures.

Membership: Vice President for Finance and Administration (as the President's representative and liaison to the Committee), Director of Safety and Security, Director of Buildings and Grounds, Director of Human Resources, Athletic Director, Dean of Students, Chemical Hygiene Officer (CHO), one faculty member representing each of the following departments: Chemistry, Biological Sciences, Studio Art, and Theater and one faculty member who is not from one of the listed departments. If the CHO is a member of one of the departments listed, they may serve as the representative from that department.

i. Chemical Hygiene Subcommittee (Light Load)

- Maintains the chemical hygiene plan for the College based on current OSHA and EPA requirements.
- Conducts safety inspections periodically in all academic areas of the College where

- chemicals and biologicals are used.
- Reports safety violations to the Safety Committee and department chairs, who are then responsible for correcting the problem(s).
- Maintains licenses necessary for research and classroom use of hazardous chemical and/or biological materials.
- Purchases and oversees the use and disposal of chemicals, biologicals, and waste.
- Maintains an inventory of all chemicals and biologicals used in the Martin Science Building.
- Provides training for new College employees (faculty, staff, and students) assigned to work in the science building.
- Approves after-hours permission requests as submitted by faculty members.
- Keeps and maintains all records as required by law and by the Safety Committee in relation to chemicals and biologicals.

Membership: The Chemical Hygiene Officer, one faculty member from each of the following departments: Art, Biological Sciences, and Chemistry, because of the extensive use of chemicals and/or biologicals in these areas.

j. Student Government Faculty Representative

The position of faculty advisor is vital to fostering communication and sharing of information between the faculty and the students of the College.

- Serves as an active liaison between the College faculty and the elected students, who serve as representatives of the entire student body.
- Advises the Executive Board and assists the Student Government President in communicating the activities of Student Government to the faculty, when appropriate.
- Has a permanent spot on the agenda to report to the Senate any important faculty matters affecting students.
- Serves as an ex officio (non-voting) member of the Student Government Academic Affairs Committee.
- Meets with the President of Student Government at the beginning of each academic semester to coordinate at least two informal meetings between the advisor and the Executive Board per semester.
- Serves an appointed term of three academic years.

The FRC appoints the faculty advisor to Student Government. In the spring semester of a faculty member's third year as advisor, they meet with the President of Student Government to discuss the nomination of a successor. The President of Student Government also confers with the rest of the Executive Board and comes to a consensus about the next faculty advisor. After the faculty member agrees to serve as the new faculty advisor, the Executive Board will then makes a formal recommendation to the FRC.

[Amended: SG Senate, 11/14/2015; Approved: Faculty, 12/15/2015; Approved: Trustees, 5/6/2016]

k. Educator Preparation Program (EPP) Advisory Committee (Medium Load)

- Reviews student applications to the program.
- Reviews College policy and procedures specific to the Education Department.
- Provides advice related to program approval through the Virginia Department of Education (VDOE) and program accreditation through the Council for the Accreditation of Educator Preparation (CAEP).
- Assists the faculty in the Education Department by providing insights and expertise in program and strategic planning, policy formation, school and community partnerships, and program evaluation for candidate preparation tied to continuous improvement and national accreditation (CAEP).
- Internal committee members review undergraduate applications to the EPP at the undergraduate level, review new course/major/minor proposals prior to submission, are responsible for review of annual reports to CAEP, and review of the Accreditation Self-study Report prior to EPP Program reaccreditation (occurs every seven years).
- All committee members meet at least once per semester to discuss and/or communicate ideas, needs, and proposed changes regarding the EPP at the College.
- The full committee (including regional members) serves in an advisory capacity for school and community partnerships, continuous improvement, and strategic planning of the program.

Membership (Randolph faculty/staff):

Five faculty members including all full-time education faculty from the Education Department and one faculty member from Arts and Letters and one faculty member from Natural Sciences and Mathematics representing departments from licensure areas listed in the College catalog, Registrar, Coordinator of Access Services, a representative from Admissions, and the Associate Provost. One member from the Education Department convenes the committee.

Membership (regional members):

One Representative from each of the local school divisions (Amherst County, Appomattox County, Bedford County, Campbell County and Lynchburg City School Divisions); one representative from Central Virginia Community College and two at-large members from the educational community (i.e. Jubilee Family Development Center, New Vistas School, Central Virginia Governor's School, or Beacon of Hope).

[Adopted: Faculty, 4/7/2015; Approved: Trustees, 05/08/2015; Amended: Faculty 3/9/2022; Approved: Trustees, 05/06/2022]

l. Effective Writing & Speaking Board

- Evaluates proficiency essays submitted in response to faculty weak writing skill evaluations.
- Meets as necessary to discuss topics of mutual interest and/or concern.
- Manages annual writing prizes.
- Monitors and advises on writing- and speaking-based matters throughout

the curriculum.

Membership: At least three members of the Board are recommended to the Provost by the FRC and should include representatives from each Division. The Director of the Writing Program serves ex officio as Chair.

[Adopted: Faculty, 4/07/2015; Approved: Trustees, 5/08/2015; Amended: Faculty 03/09/2022; Approved: Trustees, 05/06/2022]

m. Closed-Circuit Television (CCTV) Committee

- Periodically reviews CCTV Policy for compliance in regard to monitoring and use of installed cameras and captured data or images.
- Audits the Department of Safety and Security's CCTV monitoring operations, including data/image storage at any time.
- Reviews and addresses concerns or complaints regarding camera locations, determines whether CCTV Policy is being followed, and weighs whether the potential increment in community security outweighs any likely infringement of individual privacy.
- Accepts, requests, and provides approval or denial for video data review presented by the Director of Safety and Security to release recorded images obtained through CCTV monitoring. Approved releases must be documented.
- Considers and approves or denies requests for proposed camera installation locations utilizing established guidelines in CCTV Policy. (Funding such is not part of the CCTV Committee's oversight.)
- Evaluates annually CCTV Policy to maintain current legal, ethical, and privacy laws and standards, and revises as needed.

Membership: The Provost, Dean of Students, Vice President for Finance and Administration, Chief Technology Officer, Director of Safety and Security (Chair), one member of the FRC appointed by the FRC chair, two non-voting students appointed by the Student Government Association. There is no length of service designation. Chair may be rotated every two years.

n. Pre-Law Advisor

The Pre-Law Advisor meets regularly with students who identify themselves as pre-law and provides guidance in planning for admission to and success in law school.

- Makes pre-law resources available to pre-law students.
- Tracks LSAT performance by students.
- Provides candid advice concerning the state of the market and the law school admissions process.
- Keeps abreast of trends and developments in legal education and the legal profession.
- Keeps reasonably informed of opportunities for students.
- Keeps records of pre-law students to track outcomes.
- Represents the school in communications with law schools.

Appointed by the Provost following consultation with the FRC. No term of service is

specified.

o. Pre-Engineering Advisor

The Pre-Engineering Advisor advises pre-engineering students, which include students who want to become engineers, want to go to graduate school in engineering, and want to complete the Dual Degree (also known as “3-2”) Engineering Program.

- Keeps current with the Dual Degree Program regulations and partner school agreements.
- Keeps track of and advises dual degree students.
- Maintains all relevant documentation and agreements concerning the Dual Degree program.
- Remains current with requirements and benefits for engineers to go into the job market or graduate schools.
- Assists the Admission Office with recruitment of engineering students.
- Assists with orientation of new students to the engineering program.
- Advises dual degree students about classes, requirements, and internships.
- Communicates with the Registrar’s office to make sure dual degree students are on track and are in compliance with academic rules.
- Facilitates dual degree transfer applications during the junior year and assists with certification to partner schools that the dual degree students have completed requirements.

Appointed by the Provost following consultation with the FRC, the pre-engineering advisor will be someone familiar with the program and with engineering as a career. It is preferably someone who typically has students interested in engineering as advisees (faculty from physics, math, chemistry, environmental science). No term of service is specified.

p. Pre-Veterinary Advisor

- Emails pre-vet prospective students; meets with pre-vet prospective students who visit campus for admissions events (e.g., open houses) and individual visits to campus.
- Meets with first-year students who indicate interest in vet school.
- Sets up a group meeting to discuss vet school with all interested current students when possible.
- Keeps a current list of all veterinary programs into which students are accepted.

Appointed by the Provost following a recommendation from the biological sciences department faculty. No term of service is specified.

q. NCAA Faculty Athletics Representative (FAR)

The Faculty Athletics Representative, a role mandated by the NCAA, ensures the academic integrity of the intercollegiate athletics program.

- Facilitates institutional oversight of the athletics program.
- Represents College faculty to NCAA Academic and Membership Affairs.
- Advocates for student-athletes with the institution.

- Meets regularly with the Director of Athletics.
- Engages with faculty about matters bearing on the intersection of academics and athletics.
- Contributes to institutional discussions and management of the athletics program.
- Represents the College at ODAC and NCAA activities and events when possible.

The FRC nominates a candidate from the full-time faculty (normally tenured, holding neither an administrative nor coaching position in the athletics program), whose appointment is subject to confirmation by the President, to whom the FAR reports. The term of appointment is three years, renewable for an additional two terms. The final year of the outgoing FAR's term overlaps with the first year of the incoming FAR's term.

[Amended: Faculty, 10/09/2019; Approved: Trustees, 02/06/2020]

r. Student Fellowship Representatives

(Truman, Goldwater, Rhodes, Marshall, Udall, Cooke, Madison, Fulbright)

- Identifies appropriate students to apply for the scholarship/fellowship.
- Works with applicants to complete, proofread, approve, and submit applications.
- Assists with interview preparation when necessary.

Appointed by the Provost following consultation with the FRC.

s. Director of the Visiting Artists

- Identifies and selects visiting artists.
- Arranges for travel, lodging, entertainment, honoraria, and reimbursements.
- Manages and designs publicity.
- Arranges scheduling and IT needs for class visits, master classes, and student critiques-
- Attends classes, lectures, and critiques.
- Provides follow-up with students after artist leaves.
- Follows up with artist with regards to students and contacts made for students.
- Manages program budget.

Appointed by the Provost following a recommendation from the Art department.

t. Director of the Helen McGehee Visiting Artist Program in Dance

- Selects, contacts and schedules guest instructors.
- Provides all logistical information for the guest artist before and after arrival.
- Handles all check requests for reimbursements.
- Manages transportation, lodging, entertainment, parking, and IT needs for the visiting artist.
- Manages program budget including residency fees.
- Writes letters of recommendation.

Appointed by the Provost following a recommendation from the Dance department.

u. Director of the Guest Artist Program in Music

- Curates the series of visiting musicians each season.
- Selects guests, in consultation with department faculty.
- Manages program budget.
- Secures funding for guest residencies.
- Schedules events of the residency, including recitals, master classes, or class presentations.
- Executes contracts with invited guests.
- Arranges local lodging.
- Arranges for collaborative musicians for performances as needed.
- Manages publicity.
- Manages the recital hall in preparation for performances (lighting, recording, climate, piano tuning).
- Acts as direct liaison with guests before, during, and after residencies.

Appointed by the Provost following a recommendation from the Music department.

v. **Coordinator of the Creative Writing Program**

- Oversees creative writing curriculum and staffing as determined by the English Department.
- Manages program budget.
- Advises Hail Muse! Etc.
- Participates as BFA faculty.
- Runs Visiting Writers Program, which includes the following:
 - Oversees the Carolyn Wilkerson Bell '65 fund;
 - Brings professional writers to campus, usually three per semester, including the Pearl S. Buck Writer-in-Residence and the Randolph Writer-in-Residence (the emerging writer position), which are salaried positions, and three other visiting writers, who are paid by honorarium;
 - Oversees ENGL 367R (Special Topics taught by the Pearl S. Buck Writer-in-Residence) and ENGL 167 (Exploring Creative Process taught by the Randolph Writer-in-Residence);
 - Arranges and publicizes all visiting writer readings, including room reservations, event publicity, catering, dinner with English Department faculty, book signings, other class visits, travel reimbursements, honoraria (for non-residence writers), food and lodging for writers;
 - Oversees office in Smith and visiting writer apartment, and all key requests for in-residence writers.

Appointed by the Provost following a recommendation from the English Department.

w. **Thayer Lecture Committee (Light Load)**

- Invites, annually, an eminent scholar in the liberal arts to give a talk to the College and greater Lynchburg communities.
- Confirms agreement with the speaker during the academic year prior to the appearance on campus.
- Works with the Office of Constituent Relations on the promotion of the event.

Membership: Three faculty members (one of whom chairs the committee) and two students (one from the junior class and one from the senior class).

x. **Life More Abundant Committee (LMA) (Light Load)**

- Works to produce a strong LMA course with a balance of year-to-year continuity and innovation.
- Represents the interests of the breadth of the faculty by discussing topics and themes.
- Reviews applications to lecture.
- Evaluates feedback about the course.
- Makes recommendations for changes in the next year.

Membership: Four faculty members, one appointed by the Provost as LMA director, and one from each of the divisions, as selected by the FRC in consultation with the ongoing or incoming LMA director.

[Adopted: Faculty, 12/18/2019; Approved: Trustees, 02/06/2020]

D. Department Chairs

The function of the chair of a department is to coordinate the work of that department. The chair consults with other members of the department on all important matters of policy or procedure involving the interests of the department.

In consultation with the Provost and other members of the administration, the department chair formulates the budget and ordinarily coordinates matters pertaining to the recruitment of personnel. In consultation with members of the department, the chair proposes courses and catalog changes as these pertain to the department and also provides the Registrar with a schedule of classes.

The chair of the department provides all new faculty with information about office space, equipment, the ordering of office supplies, and the ordering of books for the Lipscomb Library. The chair makes recommendations to faculty on matters such as the scheduling of office hours and procedures for notification in the event of absence from scheduled classes.

Appointments to the position of chair of a department are made for an initial term not to exceed three years. At the expiration of this period and at the close of each subsequent triennium, the appointment of a department chair is made by the President after consultation with the Provost and with members of the department. This decision will be made by the last day of classes of the academic year. A professor ordinarily will not serve as chair of a department during the final year preceeding retirement. Exceptions to this rule may be made in the case of a one-person department or for other cogent reasons.

III. FACULTY: PERSONNEL POLICIES, PRACTICES, AND PROCEDURES

A. Statement on Academic Freedom and Tenure

Institutions of higher education, such as Randolph College, are conducted for the common good. This common good depends to a large degree upon the free search for truth and its free exposition in teaching, research, and discussion of academic policies and all matters affecting the general welfare of the College. Tenure insures such freedom to the faculty members of the institution. It is designed to eliminate the chilling effect that the threat of discretionary dismissal casts over academic pursuits. In the absence of the institution of tenure, professors would hesitate to pursue or proclaim ideas that might create tension with students, other faculty, administrators, or society at large.

Therefore, the College accepts principles on academic freedom that are in accord with the principles of the American Association of University Professors and that represent a widely-shared consensus within the academic community. These principles are summed up in the following excerpt from the 1940 Statement of Principles on Academic Freedom developed by the AAUP.

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

1. Academic Freedom

- a. Faculty are entitled to full freedom in research and in the publication of the results. Faculty are also entitled to freedom in the classroom.
- b. The faculty member is a citizen, a member of a learned profession and an officer of an educational institution. When they speak and/or write in any of these capacities, such expression is free from institutional censorship or discipline, but the faculty member's special position in the community imposes special obligations. As a person of learning and an educational officer, the faculty member remembers that the public may judge their profession by such utterances. Hence, the faculty member strives for accuracy, exercises appropriate restraint, shows respect for the rights of others, and avoids creating the impression that they speak or act for the College.

2. Tenure

Upon receiving a tenure appointment, a faculty member has tenure, which is defined as meaning that employment will not be terminated or academic rank reduced except for adequate cause or under extraordinary circumstances (financial exigency or a bona fide closure or reduction of program). [See Sections M.4 and M.5 on “Termination of Appointment by the College without Prejudice” and “Dismissal for Cause,” *Infra*]. The granting of tenure, a long-term commitment that necessarily affects the entire institution, is one of the most important personnel decisions for the College. Tenure is granted in recognition of excellence and of proven performance, ability, and positive contribution to the College in a combination of teaching, scholarship, and institutional service.

[Amended: Faculty, 4/14/09; Trustees, 5/9/2009]

B. Professional Ethics

The faculty of Randolph College accepts the “statement of professional ethics” reproduced below.

1. The faculty member, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon them. The faculty member's primary responsibility to their subject is to seek and to state the truth as they see it. To this end, the faculty member devotes their energies to developing and improving their scholarly competence and accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. The faculty member practices intellectual honesty. The faculty member is prohibited from knowingly making false statements or knowingly submitting false information during a grievance process.
[Amended: Trustees, 02/04/2022]
2. As a teacher, the faculty member encourages the free pursuit of learning in students, holds to the best scholarly standards of their discipline, demonstrates respect for the student as an individual, and adheres to a proper role as intellectual guide and counselor. They make every reasonable effort to foster honest academic conduct and to assure that the evaluation of students reflects their true merit. The faculty member respects the confidential nature of the relationship between professor and student, avoids any exploitation of students for private advantage and, when appropriate, acknowledges significant assistance from students. They protect students' academic freedom.
3. As a colleague, the faculty member has obligations that derive from membership in the community of scholars. They respect and defend the free inquiry of associates. In the exchange of criticisms and ideas, they show due respect for the rights of others to voice their opinions and strive to be objective in their professional judgment of colleagues.
4. As a member of the institution, the faculty member seeks above all to be an effective teacher and scholar. Although they observe the stated regulations of the institution, provided they do not contravene academic freedom, they maintain the right to criticize and seek revision of said regulations. They determine the amount and character of the work done outside of the institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of service, the faculty member recognizes the effect of the decision upon the program of the institution and gives due notice of their intentions.

C. Appointment Status

1. Regular Status Faculty, Tenure Track

Teaching faculty work on an academic year basis. [Amended: Faculty, 12/14/2010; Trustees, 2/12/2011]

a. Instructors

- i. An appointment at this rank shall normally be for one or two years.
- ii. An instructor who has not completed all requirements for the terminal degree by June 30 of the third year in rank will not normally be reappointed beyond the fourth year.
- iii. An instructor will be promoted to the rank of assistant professor immediately upon completion of all requirements for the terminal degree. The length of time stipulated in the then existing contract shall, however, remain unchanged.

b. Assistant Professor

- i. Initial appointment at this rank shall normally be made only to those who have earned the customary terminal degree in the field or have completed all requirements for such a degree.
- ii. The initial appointment at this rank shall normally be for two years; the second normally for two years; and the third for three years, depending on the time of appointment and the credit granted toward the probationary period required before tenure. It shall also be understood that a probationary one-year appointment may be made at this rank at any time after the first contract, should the individual's performance warrant.
- iii. An assistant professor will normally be considered for promotion in the sixth year of the probationary period (see III.G.).

c. Associate Professor

- i. An appointment at this rank shall normally be for an initial two-year term, normally followed by reappointment for an additional two-year term.
- ii. Normally, no initial appointment to the rank of associate professor shall be made unless the recommendation of the department chair and the Provost indicate that the candidate shows such promise as would, if fulfilled, justify the eventual granting of tenure.
- iii. A faculty member initially appointed to the rank of associate professor will normally be considered for tenure in the third year of the probationary period. Under exceptional circumstances, an appointment at this rank may be made with tenure or with the understanding that a tenure decision will be made prior to the third year of the appointment, but only following review and agreement by the department, the APC, the Provost, and the President, and, in appointments with tenure, with the approval of the Board of Trustees as well. [Amended: Faculty, 5/7/1992]
- iv. The granting of tenure to an assistant professor will normally carry with it promotion to the rank of associate professor.

d. Professor

- i. Promotion to full professor is not automatic by virtue of time in service, but is granted in recognition of special distinction in a combination of teaching, scholarly activity, and institutional service (see III.G.). During a faculty member's career, the relative

emphasis on each of the three areas may undergo transformations. Quality of teaching is always a key consideration in promotion decisions, and outstanding teaching may offset lower levels of performance in the other two areas. However, for promotion to full professor a faculty member will typically show evidence of continuing scholarly activity as well as institutional service. Ordinarily, a faculty member will be eligible to apply for promotion to the rank of full professor after the completion of seven years of service at the College as a full-time member of the faculty at the rank of associate professor.

[Amended: Faculty, 12/2014; Trustees, 2/2015]

- ii. Initial appointment at this rank is a mark of special recognition and accomplishment and shall normally be for a period of three years. Such appointment does not automatically confer tenure. Consideration for tenure shall normally be in the second year of the three-year appointment. Under exceptional circumstances, an appointment at this rank may be made with tenure, but only following review and agreement by the department, the APC, the Provost, and the President, and with the approval of the Board of Trustees.

2. Regular Status, Non-tenure Track Appointments

- a. Regular status appointments at any rank may be made for continuing faculty who are not considered to be tenured or on tenure-track but who are eligible for promotion through all ranks or who are professional librarians. Regular status, non-tenure-track faculty shall commit an agreed percentage of their time to the College, usually ranging from 50 per cent to 100 per cent. The letter of appointment shall specify the percentage. An appointment to a non-tenure-track position carries with it no entitlement to or expectation of employment without term based on years of service to the institution.
- b. Partial-load faculty appointments (less than 100 per cent) do not imply future full-load appointments; changes from partial to full load (or the reverse) must be approved through the normal process for new appointments. Partial-load faculty appointments will be reviewed from time to time to determine whether departmental programs and activities of such faculty continue to warrant a regular status appointment.
- c. Non-tenure-track appointments are normally made for one or two years and are subject to renewal, non-renewal or termination. Notification of renewal or non-renewal for part-time faculty in non-tenure track appointments will normally be made by March 15 of the year in which the appointment expires. Notification of renewal or non-renewal of full-time appointments will normally be made by March 1 of the year in which the appointment expires. After two years of continuous service in full-time appointment a faculty member shall be given notice by December 15 of the year in which the appointment expires. After the third and successive years of continuous service in such status, a faculty member shall be given a full year's notice. An instructor with ten or more years of teaching service at the College may be named by the Provost as senior lecturer.

[Amended: Faculty, 11/4/2016; Trustees, 2/4/2017]

- d. Unless otherwise stipulated in the letter of appointment, the criteria to be applied in the review of non-tenure-track faculty are the same as those applied to tenure-track faculty. The evaluation should be conducted by the department chair in consultation with appropriate faculty from the department and should consist of a review of course evaluation and faculty activity reports. The chair will submit written evaluation of the candidate to the Provost before renewing or extending the appointment period. Following three successful evaluations, reviews shall take place at least once every three years thereafter. [Approved: Faculty, 3/16/2010; Trustees, 2/12/2011]

3. Acting Status

The prefix “Acting” denotes a temporary full-time faculty position with teaching or professional librarian responsibilities and associated service responsibilities of regular faculty. Acting faculty are normally appointed for one or two years at a time. All such appointments are for a specified term and expire at the end of the term unless the faculty member specifically receives a new letter of appointment from the Provost renewing or extending the appointment period.

4. Adjunct Status

The prefix “Adjunct” relates to a temporary part-time faculty position with responsibilities limited to teaching and associated office hours or to professional librarian responsibilities. Adjunct faculty are normally appointed for one or two semesters at a time. All such appointments are for a specified term and expire at the end of the term unless the faculty member specifically receives a new letter of appointment from the Provost renewing or extending the appointment period. Adjunct faculty may be considered for reappointment following an evaluation by the department and the Provost. An [Adjunct] instructor with ten or more years of teaching service at the College may be named by the Provost as a senior lecturer. [Amended: Faculty, 11/4/2016; Trustees, 2/4/2017]

In addition, the College shall review the performance of part-time, ongoing adjunct faculty members who have served not less than three years at the College. The review shall take place at least once every three years thereafter. The criteria to be applied in such reviews are the same as those applied to teaching in other faculty reviews, and the procedures will parallel those used in the evaluation of probationary, tenure-track faculty members.

5. Visiting Status

The prefix “Visiting” designates faculty who normally are based at other institutions of higher education and who temporarily transfer their main base to the College.

The conditions of appointment for visiting faculty may vary in each case and will be stated in the letter of appointment.

6. In-Residence

The suffix “In-Residence” is preceded by the creative specialty in which the faculty member is engaged; e.g., Artist-in-Residence, Dancer-in-Residence, Writer-in-Residence. The purpose of

In-Residence appointments is to the benefit and enhancement of the broad educational goals of the College.

Responsibilities of an In-Residence appointment include such activities as public performances or exhibits, conducting student workshops, and teaching courses as appropriate. Such appointments are generally made for one year or less. Responsibilities and terms of appointment may vary in each case and must be stated in the letter of appointment.

7. Emeritus/Emerita Status

I. Procedures:

A. (By February 1) The Provost will send the Academic Program Committee (APC) the names of all faculty who have retired or will be retiring at the end of the academic year and who have not yet been considered for emeritus status.

B. (By April 1) After receiving input, as needed, from the campus community, the APC will submit recommendations to the Provost, nominating the following retired faculty, in good standing, for emeritus status:

1. Those with 15 or more years of full-time, faculty service at the College.
2. Those with 12 or more years of full-time, faculty service at the College, but either elected to retire early under an early retirement plan or were laid off, or
3. Those who provided truly exceptional full-time, faculty service to the College for numerous years, justifying the nomination.

C. (Before the May meeting of the Board of Trustees) the Provost will submit recommendations to the President who will then submit recommendations to the Board of Trustees for their vote.

D. Under unusual circumstances any element of this emeritus status document may be modified as an individual exception, assuming agreement by the APC, the Provost of the College, the President, and the Board of Trustees.

II. Privileges:

Each emeritus faculty member has access to all extra-curricular facilities and activities on the same basis and cost as full-time faculty. These include being able to have office space and to audit courses, subject to availability and approval of the Provost; continued library privileges; a campus parking decal; a campus e-mail account, with access from campus or home; the right to march in College processions for events such as convocation and commencement; inclusion in the campus directory, catalog, the college website, and other listings of faculty; inclusion in College-sponsored social activities for full-time faculty; and College Club privileges.

[Amended: Faculty, 5/5/2015, 5/10/2017; Trustees, 10/1/2015, 10/6/2017]

D. Faculty Responsibilities

Randolph College considers teaching excellence to be the faculty's primary responsibility. The teaching duties of the faculty member are understood to be composed of instruction (including the production and direction of performances, when appropriate), the professional assessment of student work, and various forms of academic advising. It is the particular responsibility of senior faculty to aid junior colleagues in their development as teachers and to make their own experience and counsel available to junior colleagues.

It is also important that the faculty contribute to the intellectual life and the effective functioning of the community: (a) through active participation in the life of the community; (b) through attendance at faculty meetings and other formal functions such as Convocation and Commencement; and (c) through service on faculty and administrative committees.

The College further assumes that members of the faculty will demonstrate professional growth within their disciplines or programmatic areas through continued scholarly and/or artistic activity, and through the making public of competency in any number of ways. These may include preparation of articles, books, book reviews, performances, and exhibitions; the sharing of work in progress with one's professional peers; or presentations at professional conferences or symposia. Continuing scholarly or creative activity is of great importance to the continuing development of the faculty member and to the development and maintenance of excellent, effective teaching. The quantity of scholarly activity is not as important as is its quality.

1. Guidelines for Defining Courses and Determining Faculty Course Loads

These guidelines do not presume to address all aspects of faculty workload or compensation. Rather, they establish the guidelines by which faculty can determine what constitutes a full teaching load, *per se*.

Tenured and tenure track faculty are expected to teach three courses per semester, where any regularly-scheduled lecture, lab, studio, seminar, practicum, etc., that is not part of a Senior Program and that has a minimum of 300 minutes of scheduled, group faculty-student contact per week per 7 week session plus a final exam component is defined as one course. Any departure from this standard must be negotiated with the department and approved by the Provost.

General guidelines for courses that are not team-taught are presented first, followed by specific recommendations for team-taught courses and Senior Program.

a. General Guidelines (Regular courses)

Any regularly-scheduled lecture, lab, studio, seminar, practicum, etc., that is not part of Senior Program and that has a minimum of 300 minutes of scheduled, group faculty-student contact per week per 7 weeks of a semester is defined as one course.

- i. Courses are not defined by content or by the number of separate preparations (e.g., multiple sections of the same course count as separate courses if each section meets independently and also satisfies the minimum requirements stated

above; any sections, regardless of course-catalog listing, that meet together are considered as one course toward faculty course load [see exceptions for Senior Program, Section c below]).

ii. Courses are not defined by the number of credits earned by the enrolled students (e.g., a one-credit studio or lab course that meets the minimum requirements stated above is equal to a 3-or 4-credit lecture course for purposes of determining faculty course loads).

iii. Except in the special cases of Senior Program (see c below), courses are not defined by enrollment (e.g., a course with a larger enrollment has the same weight in faculty course load determinations as a course with fewer students).

NOTE: This is independent of any policy that might be implemented that would allow the College to cancel under-enrolled courses (i.e., satisfaction of course definition requirements does not guarantee that a course would be offered).

iv. Courses enrolling fewer than 6 students will be subject to review by the Provost in cooperation with the department chair. Courses for which the enrolled students can be advised into alternatives without jeopardizing their progress toward graduation may be considered for cancellation if an alternative assignment or redistribution of load can be arranged for the faculty member. A reasonable attempt will be made to honor departmental curriculum.

Honors advising, Experiential Learning (EXL) supervision, and Independent Study (IS) supervision do not count as courses in faculty course load determinations.

v. Under the current Catalog departments are obligated to offer Honors to qualified students. It is assumed that, through time, workload associated with Honors supervision will be distributed fairly and equitably among faculty. It is the responsibility of the Departments and the Provost to see that this is the case.

Performance courses in Dance, Music, and Theatre are substantially different from most courses listed in the course catalog. A single guideline is unlikely to address all of them fairly. How they count toward faculty course loads should be determined in consultation with the Provost and informed by the guidelines offered by professional organizations such as the College Music Society.

b. General Guidelines (Team-taught courses, excepting Senior Seminar)

Any course that satisfies guidelines presented in Section i may be team-taught. However, in team-taught courses with enrollments below 12 (twice the threshold below which a course will be considered for cancellation due to low enrollment), either one faculty member will receive full course credit, or each faculty member in the team will receive a fraction of one course credit. The exact fraction will depend on the proportion of total instructional responsibility (course development, preparation, coordination, lecturing, grading, etc.) assumed by each team member.

Senior seminar aside, proposals for team-taught courses require the Provost's approval. Approval largely depends on the extent to which the proposed course optimizes resources. From a resourcing perspective, there is a presumption against two faculty receiving full load credit each for a team-taught course. Enrollments are rarely sufficient to justify such an expenditure of resources, and even an enrollment that would do so may be better divided and maximized across two sections. Alternatively, if two faculty team-teach a cross-listed course required for graduation in two different programs, and the course promises to have an enrollment equivalent to what it would have been if the course had been offered separately, it is resource-neutral and therefore likely to gain approval. Beyond that, there may be exceptional circumstances (e.g., critically needed faculty mentoring or experimental pedagogy) where team-teaching is preferred even in the absence of an appeal to resource optimization.

This applies equally in situations where team members contribute simultaneously or serially.

c. Special Guidelines (Senior Program)

Any single-instructor Senior Program course counts as a full course in faculty course load determinations if it involves significant regular, scheduled, faculty-student instructional interaction (individual or group).

Any team-taught Senior Program course counts as a full course for each faculty member in course load determinations if it:

1. involves significant regular, scheduled, faculty-student instructional interaction (individual or group) and
2. typically has an enrollment of at least 6 students per instructor in the team.

d. Special Guidelines (Travel/Study)

College-approved Travel/Study courses offered during Fall or Spring Semester as preparation for summer or winter travel/study trips are compensated by stipend and not counted in the load for the semester preceding travel. The actual travel/study trip generally does not count.

[Approved: Faculty, 3/15/2017; Trustees, 5/5/2017]

2. Teaching Obligations.

In addition to meeting classes regularly at the time assigned and in conformity with the College calendar, the faculty member will strive for command of the subject, keeping abreast of new developments, carefully selecting appropriate teaching strategies, and encouraging questions and the expression of divergent views. For each course taught, faculty will provide syllabi to their students containing the goals and requirements of each course, the nature of the course content, and the methods of evaluation to be employed.

3. Advising

Advising at the College is an integrated four-year process that encourages students to be equal partners with faculty in the advising relationship. Faculty advisors collaborate with student affairs and career development staff to coordinate services and share information about student activities, internships, and study abroad programs. Thus, information about the student's evolving strengths, intellectual interests, and career plans is used to assist in making

the best academic and extra-curricular choices.

During orientation and throughout the first year and the first semester of the sophomore year, the faculty advisor as pre-major advisor works actively with the student

- To help define educational objectives,
- To guide the student in choosing an academic program that addresses the philosophy of the General Education Program,
- To provide counseling about academic difficulties that a student may encounter, and
- To assist the student in identifying available campus resources.

Once a student declares a major, that student becomes the advisee of the chair of the department or of another member of the department. It will be the responsibility of the major advisor to continue general academic advising as well as to supervise the major program. The responsibility of advising departmental majors will be determined by each department.

Unless extenuating circumstances exist, all non-first year faculty members actively participate in the advising program, which operates under the general supervision of the Provost and the Director of Student Success.

See the *Academic Catalog* for an expanded statement on advising and the Randolph Plan.
[Amended: Faculty, 12/2014; Trustees, 2/06/2015]

4. Rights and Freedoms of Students

Faculty are reminded to be especially careful to respect the rights and freedoms of students as they appear in the *Student Handbook*. Of particular concern to faculty are the “In the Classroom” and “Student Records” sections.

5. Outside Employment, Grants, and Contracts.

Full-time membership in the faculty of the College implies a full-time relationship between the faculty member and the College. Members of the faculty should not, therefore, accept outside employment in any occupation which interferes with the thorough or proper performance of their duties. The Provost will be apprised of all outside employment. Further, faculty should not accept a teaching contract at another institution without first obtaining the permission of the Provost, except engagement to teach in summer session. Faculty applying for outside grants or contracts will contact the Provost to reach a mutually acceptable arrangement concerning the relationship of the grant or contract income and responsibilities to the College before the grant or contract is submitted.

6. Familiarity with Rules and Regulations.

Each faculty member will be familiar with the curriculum, graduation requirements, and all academic rules of the College. The current catalog, the *Student Handbook*, and appropriate sections of the *Faculty Handbook* should be consulted.

E. Course Evaluation Procedure

1. All courses having an enrollment of two or more students will be evaluated.* During the last week of classes, each faculty member will set aside at least 15 minutes either at the beginning or end of any period for evaluations to be completed. Faculty will announce the date on which they plan to distribute course evaluation forms at least one class meeting prior to that date. A student who wishes may obtain a form from the Office of the Provost, complete the evaluation form, and return it to that office to be placed in an evaluation envelope with the other forms.
[Amended: Faculty, 2/1/1993; Trustees, 4/29/1993; Faculty, 5/12/1998; Trustees, 10/1998]

* Courses exempted from evaluation: Directed research courses, Independent research courses, and Internships.

[Adopted: Faculty, 03/09/2022; Approved: Trustees, 05/06/2022]

2. The faculty member select a student from the class and give them the evaluation forms. The student will administer the evaluation and return the forms in a sealed envelope to the Office of the Provost immediately after class.
3. The student administrator shall read the following statement before distributing the forms:

“You are being given the opportunity to evaluate this course anonymously. I will take these evaluations to the Office of the Provost immediately after class. They will be available to the instructor of this course when all semester grades have been reported to the Registrar. Out of respect for your classmates and the integrity of this process, please maintain silence during the evaluation procedure.” [Amended: Faculty, 5/12/1998]
4. All course evaluations will be turned in to the Office of the Provost where they may be reviewed by the Provost and/or the President. The students’ evaluations are retained by the Office of the Provost. Faculty will have access to their course evaluations after students’ grades have been submitted to the Registrar. Copies of course evaluations may be requested or they may be reviewed in the Office of the Provost.

The department chairs will regularly review the evaluations with untenured members of their departments and call to the attention of the Provost any concerns. The Provost will also review the College-wide evaluations of untenured faculty members. [Amended: Faculty, 5/3/1999; Trustees, 05/1999]

5. At times of review, reappointment, and tenure, access to the evaluations will be afforded to participants in the process. Departmental course evaluations may also be submitted, at the discretion of the candidate.

F. Procedures for New Faculty Appointments

The selection of new faculty is one of the most significant responsibilities undertaken in the College, since the excellence of the College is dependent upon the excellence of the faculty. The process will

take place in accordance with the commitment of the College to Equal Opportunity Employment (see *Employee Handbook*).

Note: Records of all appointments, whether full or part-time, including all candidate materials and notes, must be kept for a minimum of two years by the department chair, in accordance with Equal Opportunity Commission requirements.

1. Full-Time Regular Faculty Appointments and Appointment of Librarians with Faculty Status

- a. When a vacancy occurs, the position may be considered for possible reallocation, redefinition or both, as determined by current priorities. The review of a position shall be carried out under the direction of the Provost. When a vacancy occurs or is anticipated, the Provost shall request the chair of the department in which the vacancy occurs to provide a written rationale outlining reasons for the continuation of the position as defined or redefined in the context of the department's purpose and current staffing. The Provost shall also notify the full-time faculty, inviting written rationales for appointments from other departments and ad hoc stakeholder groups. A copy of these rationales shall be brought to the Faculty Representative Committee (FRC), which will review the requests in the context of the overall academic program of the College. Its advisory recommendation shall be forwarded, with the departments', stakeholder groups' and Provost's recommendation, to the President for a final determination. In the event that the Provost's recommendation to the President is to discontinue the position, the Provost will discuss that recommendation with the Faculty Representative Committee and seek their recommendation prior to making a formal recommendation to the President. The Provost shall then forward the departmental rationales, the advisory recommendations of the Faculty Representative Committee and the Provost's recommendation to the President for final determination. The Provost will also report to the faculty the substance of the Provost's recommendation to discontinue the position in the event that the recommendation is accepted. Should a vacancy occur during the late spring or summer, every effort will be made to follow the procedure outlined to the extent practicable. [Amended: Faculty, 11/7/94; Trustees, 2/10/95]

In the case of librarians with faculty status, a review of a vacant position shall be carried out under the direction of the Provost and in conjunction with the Director of the Library. The Director of the Library will provide a written rationale outlining reasons for the continuation of the librarian faculty position as defined or redefined in the context of the library's purpose and current staffing. In the event that the Provost's recommendation to the President is to discontinue the position, the Provost will discuss that recommendation with the Director of the Library prior to making a formal recommendation to the President. The Provost shall then forward the Director of the Library's rationale, along with the Provost's recommendation, to the President for final determination. [Amended: Faculty, 12/15/2021; Trustees, 10/08/2022]

- b. The department to which a position is allocated will form a Search Committee consisting of the department chair and at least two other members of the department. In the event that the Search Committee would consist of fewer than two faculty members, because of department size, the department chair should, in consultation with the Provost, invite at least one other

- full-time faculty member to join the Committee.
- c. The Search Committee will prepare a position description, clearly setting forth the status of the position and specific qualifications and requirements for the position for approval by the Provost. Appropriate announcement or advertisement of the position will be made by the Provost. Such advertisements should request a letter of application, the names, addresses and telephone numbers of at least three references (or letters of reference), and a current curriculum vitae. The Search Committee will also contact other universities and colleges or appropriate colleagues to request the names of possible candidates. Efforts will be made to encourage application from minority and female candidates.
 - d. Following a preliminary screening of all candidates, the chair of the Search Committee will review the files of the top 10 to 12 candidates with the Provost. The chair of the Search Committee and the Provost will consult about the need for preliminary off-campus interviews at professional meetings or other appropriate locations. It may also be determined that telephone inquiries should be made about various candidates to those who may have knowledge of the candidate. Telephone calls to candidates may be an important preliminary step, but should not be used, except in unusual circumstances, as a substitute for an on-campus interview.
 - e. From the final group of candidates, the Search Committee, with the advice of the Provost, will normally select a maximum of three candidates for on-campus interviews. Such candidates will be requested to have an official transcript or transcripts sent to the Provost.
 - f. Interviews of candidates will be conducted whenever practicable by the Search Committee, other members of the department(s), the Provost, and the President (in the case of tenure-track positions). Students should also be invited to meet the candidates for a formal or informal presentation or discussion.
 - g. The recommendation of the Search Committee, including advice as to the length and rank of the appointment, will be forwarded to the Provost. The Provost, after consultation with the President, will be responsible for making the appointment, setting the salary, and concluding the appointment procedures. The Provost will inform the department chair in writing of the terms of appointment, except for salary.
 - h. In the event of disagreement among those making the recommendation to the Provost or between the Provost or President and those making the recommendation, the parties involved will meet and attempt to resolve their differences. No offer of appointment will be made to a candidate without the mutual consent of the Search Committee, the Provost, and the President.
 - i. Departments also may request new full-time lines when new programs, reconfigured programs, or enrollments appear to warrant. As departmental needs evolve, they should be described briefly by department chairs in response to question 3 of the Department Annual Report section of the Planning and Assessment Worksheet and Department Annual Report, and the initial request made there. Requests for new lines will advance at the discretion of the Provost, who will invite the designated department to submit a written rationale that observes the same form as that required for extant lines. Once the Provost has determined that the request may proceed, they will bring the rationale to the Faculty Representative Committee; the approval, search, and hiring procedures thenceforward will be the same as a.

For the creation of new librarians with faculty status lines, the Director of the Library will submit a request to the Provost as departmental needs evolve. Requests for new lines will

advance at the discretion of the Provost, who will invite the Director of the Library to submit a written rationale that observes the same form as that required for extant lines. Once the Provost has determined that the request may proceed; the approval, search, and hiring procedures thenceforward will be the same as a.

[Amended: Faculty, 12/15/2021; Trustees, 10/08/2022]

2. Part-Time Faculty Appointments

- a. The allocation of all part-time positions will be made by the President based on the advice of the Provost, who will in turn seek the advice of the department chair(s) involved.
- b. An appropriate Search Committee, as determined by the department chair and the Provost, will be formed within the department following the allocation of the part-time position.
- c. Appropriate announcement of the position will be made by the Provost and the Search Committee. The Search Committee may also contact other universities and colleges or appropriate colleagues to request the names of possible candidates. The extent of the search (i.e., number or types of advertisements placed and number of outside people contacted) will be determined by the chair of the Search Committee and the Provost. In few cases will the search be as extensive as that for a regular full-time appointment.
- d. Following a preliminary screening of all candidates, the chair of the Search Committee and the Provost will review the top three to six candidates, depending upon the number of applicants, to determine which one to three candidates will be brought to campus for an interview.
- e. Interviews of candidates will be conducted by the Search Committee, the Provost and others deemed appropriate by the Search Committee and the Provost.
- f. Recommendations of the Search Committee will be forwarded to the Provost, who, with the approval of the President, may make an offer of appointment. No offer of appointment will be made to a candidate without the mutual consent of the Search Committee, the Provost, and the President.

G. Criteria for Reappointment, Tenure, and Promotion

1. Teaching

The College, as an undergraduate liberal arts college, considers excellence in teaching the primary concern and responsibility of the faculty, and the most important criterion for reappointment, tenure, and promotion. The central obligation of each faculty member is to the education of students, both in and out of the classroom. In making personnel decisions, the College must be satisfied that this obligation is being met with distinction. The identification and measurement of effective teaching in all of its aspects is complex. All relevant data may be employed, including colleague assessment and expression of student and alumnae opinion. Student evaluations contribute to the overall assessment made by professional peers and colleagues.

Academic advising is indispensable to the teaching function of a faculty member. Whatever the mechanics of the advising function (and these may change from time to time), the faculty member's responsibility for academic advising remains constant. Effective advising requires the

faculty member to work actively with the students as they define their educational objectives and plan their academic program.

2. Scholarly Activity

Members of the faculty will demonstrate scholarly or creative accomplishment in their disciplines or programmatic areas. This may take various peer-reviewed forms, including (but not limited to) articles, books, book reviews, grant proposals, performances, exhibitions, and presentations at professional conferences or symposia. Continuing scholarly or creative activity is extremely important because it contributes to the development and maintenance of excellent, effective teaching.

[Approved: Faculty, 4/2012; Trustees, 5/2012]

3. Institutional Service

It is essential that faculty at the College contribute to the effective functioning of the community. The College, like all small liberal arts colleges, relies heavily on faculty members for committee work and expects them to be involved in the governance and life of the College. Such involvement, whether at the departmental or all-college level, is an obligation of each faculty member.

4. Special Notes

No reappointment, tenure, or promotion should be considered automatic by virtue of time in service. The only exceptions are the following:

- a. A person at the rank of Instructor will automatically be promoted to assistant professor upon completion of the highest expected terminal degree.
- b. A person at the rank of assistant professor will automatically be promoted to associate professor on receipt of tenure.

It should be recognized that a faculty member whose performance is excellent may not be reappointed or granted tenure in cases in which financial reasons or major changes in departmental or college programs or course offerings make such reappointment or tenure inadvisable.

H. Pre-Tenure Probationary Period

The period prior to a tenure decision is considered a time of professional probation. This probationary period will be long enough to enable the faculty member to demonstrate their qualifications and to enable colleagues to assess the record. Throughout the probationary period, the department chairs, senior faculty, and appropriate administrators will endeavor to provide untenured faculty members with guidance and help in assessing their progress toward tenure. The faculty member's instructional colleagues bear a special responsibility in this connection. The Provost and department chairs will confer periodically with each person on probationary status about their progress toward tenure, to identify strengths and weaknesses, and to make appropriate suggestions for improving their performance.

Beginning with an appointment at the College in a tenure-track position at the rank of full-time assistant professor, the faculty member may be considered for tenure in their sixth probationary year, and, in the event of a negative decision, will be granted a final seventh year appointment. A

faculty member who elects to defer the tenure decision until their seventh year will not normally be granted another year's appointment in the event of a negative decision.

Up to two years may be granted toward the probationary period, in recognition of (a) two years of full-time teaching at the rank of instructor at the College, or (b) part-time teaching for the equivalent of four full years (judged by the departmental full load) at the rank of instructor at the College. Up to three years may be granted toward the probationary period, in recognition of (a) the equivalent number of years of full-time teaching at the assistant professor or higher rank at the college level elsewhere, or (b) part-time teaching for the equivalent of four full years at the rank of assistant professor for at least two of the four equivalent years at the College.

At the time of initial appointment at the rank of instructor or higher, the number of years of prior service, if any, to be counted toward the probationary period will be determined and clearly stated in the letter of appointment. For the length of the probationary period for those whose initial appointment is at the rank of associate or full professor see III.C.1.c and d above.

[Amended: Faculty, 4/14/2009; Trustees, 5/9/2009]

The following table summarizes the pre-tenure review schedule for faculty (R=review).

Credit toward tenure	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 6
0	R1 fall		R2 spring		tenure review
1	R1 fall	R2 spring		tenure review	
2	R1 spring		tenure review		
3	R1 fall	tenure review			

[Adopted: Faculty, 12/15/2015; Trustees, 2/6/2016]

I. Procedures for Reappointment, Promotion, and Tenure (Tenure-Track Faculty)

1. Initiating the process of reappointment or tenure will rest with the Provost, subject to all guidelines governing reappointment and tenure at the College. Recommendations for promotion to full professor follow the guidelines laid out in section 8 below.

[Amended: Faculty, 12/2014; Trustees, 2/2015]

2. A committee will be formed to evaluate candidates for reappointment and tenure. That committee will comprise three tenured members of the faculty sourced from the candidate's department, one of whom will chair. In the case that a department cannot source the required number of tenured evaluators, the balance will be drawn from related departments by the Provost in consultation with the APC and any tenured faculty in the department.

[Amended: Faculty, 2/3/1992; Trustees, 4/25/1992; Faculty, 5/9/2018; Trustees, 10/4/2018]

3. Schedules:

- a. For Tenure:

By 15 March Provost sends letter to candidate for tenure.

- By 1 April Provost and Department Chair identify the Departmental Evaluation Committee and where necessary assess the need for an outside reviewer.
- By 1 May Provost meets with the candidate to review the tenure process.
- By 1 Sept. Candidate's dossier due to the Office of the Provost.
- By 1 Oct. Letter from Departmental Evaluation Committee due to the Office of the Provost.
- By 1 Nov. Letter from APC due to the Office of the Provost.
- By 15 Dec. Candidate notified of recommendation made to the Board of Trustees.

b. For Fall Reappointment:

- By 15 March Provost sends letter to candidates for reappointment.
- By 1 Sept. Candidate's dossier due to the Office of the Provost.
- By 1 Oct. Letter from Departmental Evaluation Committee due to the Office of the Provost.
- By 1 Nov. Candidate notified of outcome of reappointment review.

c. For Spring Reappointment:

- By 1 Sept. Provost sends letter to candidates for reappointment.
- By 1 Feb. Candidate's dossier due to the Office of the Provost.
- By 1 March Letter from Departmental Evaluation Committee due to the Office of the Provost.
- By 1 April Candidate notified of outcome of reappointment review.

d. For Promotion to Professor:

- By 15 May Provost sends letter to candidates eligible for promotion to professor (in the first year of eligibility only).
- By 15 Sept. Candidate submits letter of intent to Provost and Chair of the APC.
- By 15 Oct. Provost consults with nominees to review the promotion process.
- By 1 Feb. Candidate's dossier due to the Office of the Provost
- By 1 March Letter from APC due to the Office of the Provost
- By 1 June Candidate notified of outcome of administrative decision

[Amended: Faculty, 12/2014, 12/13/2017; Trustees, 2015, 2/2/2018, 2/07/19]

4. Materials for Evaluation

- a. The candidate being evaluated for reappointment or tenure will be responsible for submitting the following materials to the Office of the Provost. The packet for candidates for tenure will be in duplicate, except where noted.
 - i. A cover letter affording an overview of the materials being presented and a statement about the development of the candidate's teaching and other professional accomplishments.
 - ii. A current curriculum vitae, including education, scholarly accomplishments, community service (note institutional service by years), and an indication of advising responsibilities of both underclass and major students as appropriate.
 - iii. The evaluating bodies will have access to the full set of evaluations. Please address student evaluations of your teaching, assuming that evaluators will read these evaluations in their entirety. [amended: Faculty, 2/9/2022; Trustees 5/6/2022]

- iv. Books, articles, papers, peer evaluations, including reviews of scholarly work, and an outline of projected scholarly projects. If a work is co-authored, an explanation of the candidate's contribution should be attached. A single copy of a published book is sufficient. Candidates in the visual or performing arts should provide evidence of productions, performances, or exhibitions.
 - v. Syllabi, assignments and examinations for each of the courses currently taught and a statement outlining planned changes, if any, as well as plans for future courses.
 - vi. Candidates for tenure will provide a complete list of all courses taught at the College, indicating the term and year in which they were taught.
 - vii. Other materials that the candidate thinks would be helpful in considering their record.
- b. In cases of tenure, the Provost will be responsible for soliciting as many as ten letters of evaluation from alumnae/alumni of the past three years. As many as five names will be chosen from a list recommended by the candidate, and the remainder will be chosen at random from among those who took two or more courses with the candidate, earning a grade of "C" or better.
- c. Under appropriate circumstances, in individual cases of tenure consideration, the candidates, the Departmental Evaluation Committee, the APC, the Dean, or the President may request additional materials, including:
- i. As many as six letters of evaluation from current students and advisees. Three names will be chosen from a list recommended by the candidate, and the remainder will be chosen at random from among those who took two or more courses with the candidate, earning a grade of "C" or better.
 - ii. Outside evaluators will be used if requested by the candidate, the Departmental Evaluation Committee, the APC, the Provost or the President. The Provost and the two committees will meet together on or before September 1 to consider whether special circumstances warrant the use of outside evaluators. Every effort will be made to decide whether to use outside evaluators by this date. If the APC, the Provost, or the President should request outside evaluators after the Departmental Evaluation Committee has made its report, that committee will be given the opportunity to amend its report after seeing the outside evaluations. Before outside reviewers are solicited, the Provost will meet with the candidate and explain why such a review will be sought.

The Provost will select two reviewers from a list of names agreed upon by the candidate and the Departmental Evaluation Committee. The candidate will be offered the opportunity to read a copy of the letter that will be sent to the evaluators. The outside evaluators will evaluate the candidate's written scholarship (published and unpublished), presentations, performances, exhibitions, and productions. Their reviews will be submitted to the Provost, who will make them available to the two committees and the President. [Amended: Faculty, 4/5/1993, 2/8/2000; Trustees, 4/29/1993, 2/12/2000]

- d. The Provost will retain a copy of all materials collected in the course of a tenure review, except books and evaluation forms.
5. The Departmental Evaluation Committee will examine thoroughly all materials submitted to and collected in the office of the Provost. The Committee may, as part of its evaluation procedure, solicit such further information as is required for a full review. All materials and deliberations will be held in the strictest confidence within the review procedure.

After deliberation, the Departmental Evaluation Committee will forward a letter, outlining their recommendation and the reasons for it, to the Provost. The Committee, at their discretion, may share their letter with the candidate.

6. In cases of tenure, the APC will review the letter from the Departmental Evaluation Committee, as well as all materials submitted to and collected in the Office of the Provost. All materials and deliberations will be held in the strictest confidence within the review procedure.

After deliberation, the APC will forward a letter, outlining their recommendation and the reasons for it, to the Provost.

7. Following the receipt by the Provost of the report from the Departmental Evaluation Committee and, in cases of tenure, from the APC, the Provost will independently review all submitted materials and reports prior to making a recommendation to the President, who, after consultation with the Provost, will make a final decision as to the reappointment and, in the case of tenure, as to whether to recommend the candidate to the Board of Trustees for final consideration. The candidate will be informed of the President's decision in general terms. In the case of a favorable reappointment decision, the Provost will provide written feedback to the candidate. A favorable tenure decision carries with it promotion to the rank of associate professor for candidates holding the rank of assistant professor. Upon the request of a faculty member who is not to be reappointed or granted tenure, the President will communicate with them the reasons for the negative decision.

8. Promotion to Full Professor

- a. The Provost will notify faculty by May 15 of the academic year before their first year of eligibility to apply for promotion to full professor. Normally, an eligible faculty member is one who has served as an associate professor at the college for at least seven years.
- b. All candidates eligible for promotion will express, in writing, their intent to stand for promotion to the Provost and the Chair of the APC by September 15. In the event a candidate's promotion is denied and they wish to stand again, the candidate is responsible for expressing their intent again.
- c. The Provost will schedule a meeting to consult with any faculty member to discuss their candidacy by October 15.

- d. By February 1, the candidate, will file electronically or by paper a promotion portfolio with the office of the Provost. In the event a candidate's promotion is denied and they wish to stand again, the candidate is responsible for submitting a new portfolio inclusive of new materials addressing areas of concern and explicitly demonstrating documented evidence of outstanding quality, productivity, and scholarly influence consistent with the criteria listed below. Promotion to full professor is reserved for those with a consistent record of excellent performance in at least two of the three areas of evaluation (one of which must be teaching) and a record of good performance in the third area. Length of service should not produce an expectation for promotion. The promotion portfolio collects the work of the candidate since tenure and will include these materials:
- i. A 3-5 page narrative INTRODUCTION to the portfolio with special attention paid to appreciable activity since tenure in the three areas of evaluation: teaching, scholarly and creative work, and service. The introduction should not duplicate the curriculum vitae, but rather incorporate reflection on achievements, on development, and on expectations and plans for future work.
 - ii. A current CURRICULUM VITAE.
 - iii. At least one but no more than 3 LETTERS OF SUPPORT from tenured colleagues here or elsewhere who will speak in detail to a candidate's contributions in one or more of the three areas of evaluation.
 - iv. A portfolio BODY, which will comprise evidentiary addenda curated in support of the introductory narrative and the candidate's claim to promotion. The body may include, for example, the official summary of post-tenure review from the Provost, facsimilia of publications and creative work, and documentation of excellent service at participant or leadership levels in major institutional entities and initiatives.

Candidates may include additional pertinent information bearing substantively on their case for promotion. Candidates should not submit complete sets of photocopied student evaluations, course syllabuses and assignments, and the like. Student evaluations and original teaching materials since tenure should be adapted, synthesized, and efficiently presented for evaluators.

Ideally, the guidelines below assist faculty in building a sound case for promotion. The guidelines neither constitute a checklist of required achievements nor exhaust the range of possible achievements in an area of evaluation, but rather offer several exempla of achievement in a given area of evaluation. Multiple, major achievements in a given area converge on excellence in that area.

Excellence in Teaching and Curricular Development

- A consistent record of high-quality, effective teaching, reflected in student evaluations, peer observation, and official recognition.
- Creative, effective response to new teaching challenges within the department or college.
- Effective leadership in development of an academic major or program.
- Distinguished record of collaborative research with or academic coaching of students.

Excellence in Scholarly and Creative Work

- Publication of peer-reviewed monographs and/or articles in the candidate's field of scholarship.
- Presentation of peer-reviewed or commissioned artistic works.
- Participation in juried exhibitions in the visual arts.
- Significant participation in reviewing/refereeing scholarly or artistic works or performances; service as editor or editorial board member for a professional journal.
- Effective popularization of scholarship for a broader (i.e., non-specialized) audience.
- Leadership in state, regional or national academic or professional organizations.
- Acceptance into competitive seminars, institutes, or conferences.

Excellence in Institutional Service and Leadership

- Participation in a major institutional initiative or task force.
- Leadership of an outside organization, agency, board or commission that enhances the College's image and reputation.
- Direction of co-curricular events that complement the liberal arts ideals of the College.
- Effective leadership of a faculty or college-wide committee
- Creditable service as Department Chair.

The APC reviews the candidate's portfolio and notifies the Provost of its recommendation to promote or not to promote by March 1. The Provost will confer with and make a recommendation to the President, who will deliver a recommendation to the Board of Trustees. The promotion process will ordinarily be concluded in May of the academic year of application. Candidates will be notified in writing by the Provost of any procedural delay and of the date by which they may expect a decision. If that decision is not to promote, the Provost will supply the candidate with a letter explaining the decision and offering counsel for growth and improvement.

[Amended: Faculty, 4/5/2016; Trustees, 5/6/2016; Faculty, 9/12/2018; Trustees, 10/4/2018]

9. Right of Appeal. If a faculty member alleges that a decision not to reappoint them was based significantly on considerations in violation of (a) academic freedom (see III.A.), (b) established procedure (see III.I.) or (c) governing policies on making appointments (see III.F., III.G.) without prejudice to race, color, religion, sex (including pregnancy), gender identity, gender expression, sexual orientation, national origin, age, disability, genetic information, marital status, veteran status, political beliefs, or any other classification protected by implacable law, the allegation will be given consideration by the Reappointment, Tenure, and Promotion Appeals Committee, which will seek to settle the matter.

If the faculty member succeeds in establishing that the decision not to grant tenure may have been a violation of (a), (b) or (c) above, it shall be incumbent upon those who made the decision not to reappoint them to come forward with evidence in support of their decision.

[Amended: Faculty, 4/2/2002; Trustees, 5/4/2002]

10. The Board of Trustees will be informed of all cases of appointment and reappointment. All cases of promotion to the ranks of associate and full professor and tenure will be brought to the Board

of Trustees for final decision.

J. Procedures for Continued Evaluation of Tenured Faculty

1. In an effort to support the professional development of faculty, maintain excellence in teaching, and sustain academic citizenship, the College has established a system of continued review of tenured faculty. The purpose of the continued evaluation of faculty is to assist individuals in realizing their full potential as teachers, scholars, artists, and members of the College community.
2. All tenured faculty are responsible for submitting the following materials to the Provost on an annual basis: Faculty Activity Report, and an updated curriculum vitae.
3. Beginning in the fourth year after tenure and continuing every four years, each faculty member will meet with the Provost to review the faculty member's professional progress in teaching, scholarly and artistic activity, and service. At the request of the faculty member, the Provost may grant an extension.
4. The Provost's office will be responsible for notifying faculty when they are scheduled to meet with the Provost. After the meeting, the faculty member will receive a letter from the Provost summarizing the discussion.

[Amended: Faculty, 4/13/2010; Trustees, 5/8/2010]

K. Criteria and Procedures for Reappointment and Promotion of Faculty Librarians

Faculty librarians will be offered long-term renewable contracts in lieu of tenure. The terminal degree for library faculty at the College will be the Master's degree in library or information science from an American Library Association-accredited graduate school.

1. Reappointment and Promotion Guidelines

a. Instructor

- i. An appointment at this rank will normally be for one or two years.
- ii. An instructor who has not completed all requirements for the terminal degree by June 30 of the third year in rank will not normally be reappointed beyond the fourth year.

b. Assistant Librarian

- i. Normally only those who have earned the customary terminal degree in the field, or have completed all requirements for such a degree, will be given an initial appointment at this rank.
- ii. The initial appointment at this rank will normally be for two years (with a review in the fall semester of the second year); the second normally for two years (with a review in the spring semester of the third year); and the third for three years. During the spring semester of the second year of the three-year appointment there will be a review to determine whether the librarian is to be promoted to associate librarian or not to be reappointed. It will also be understood that a probationary one-year appointment may be made at this rank at any time after the first contract, should the individual's performance warrant.

c. Associate Librarian

- i. Contracts at this rank will normally be for three years, with a reappointment review in the third year. In the case of a negative reappointment decision, the current contract

- will be extended for one year. [Approved: Faculty, 4/12/2017; Trustees, 5/2017]
 - ii. Under exceptional circumstances, an initial appointment to the rank of associate librarian will be made.
 - d. Librarian
 - i. Promotion to full librarian is not automatic by virtue of time in service, but is granted in recognition of special distinction in a combination of teaching, community service, or scholarship. Ordinarily, faculty librarians will not be eligible for promotion to the rank of full librarian until the completion of seven years of service at the College as a full-time member of the faculty at the rank of associate librarian. Contracts at this rank will normally be for five years, with a reappointment review in the fifth year. In the case of a negative reappointment decision, the current contract will be extended for one year. [Approved: Faculty, 4/12/2017; Trustees, 5/2017]
 - ii. Initial appointment at this rank is a mark of special recognition and accomplishment.
2. Criteria for Reappointment and Promotion
- Promotion in academic rank requires evidence of performance at a high professional level in areas that contribute to the educational mission of the institution and library. Such work requires evidence of continued professional and intellectual growth through activities related to service and to inquiry and research. The criteria that must be addressed in promotion and contract reviews are further explained in the following sections.
- a. Contributions to the Educational Mission of the College

The basic quality that must be evident for contract renewal is performance at a professional level in areas that contribute to the educational mission of the institution, such as reference service, collection development, evaluation and implementation of technology, and bibliographic organization. Also to be considered may be teaching, not necessarily in a classroom situation; organization of workshops, institutes, or similar meetings; and public appearances in the interest of librarianship or information transfer. Evidence of this level of performance may be adduced from the judgments of colleagues on the library faculty, from members of the academic community outside the library, from the judgment of those who are instructed, and from professional colleagues outside the academic institution.
 - b. Service to the College

Service to the College includes active involvement on departmental, college-wide, and faculty committees, search committees, and task forces. Other activities such as advising, information technology support to faculty and students, consultation on rare books, special collections, and manuscript materials, or supervising student senior projects and independent study, may be considered.
 - c. Scholarly Activities

Evidence of continued professional and intellectual growth may be provided through activities related to inquiry and research. Entry into the professional community of librarianship is normally through service in regional, state, and national library associations. Such activity is important for the professional development of faculty librarians, and service to the profession of librarianship is normally expected for promotion. Contributions to the advancement of the profession may occur through such activities as active participation in professional and learned societies as a member, an officer, a committee member or a committee chair, as well as conference presentations, workshops, poster sessions, public

appearances in the interest of librarianship or information transfer at the regional, state, or national level, and other collegial activities at the local, state, regional, and national levels. Further, but not required, evidence of intellectual growth may be provided through publications in professional and scholarly journals, presentations of papers, exhibitions, reviews of books, grants, or consulting.

3. Procedures for Reappointment and Promotion

- a. A three-person Evaluation Committee chaired by the College Librarian will be formed when a faculty librarian is to be considered for reappointment or promotion. The other two members will be appointed by the Provost in consultation with the College Librarian. One of these two should be a librarian of higher rank than the person under review, and the other should be a member of the APC. If no librarian is qualified, two tenured faculty members will serve on the Committee, one of whom is a member of the APC.
- b. Candidates will be informed of the deadline for submission of reappointment and promotion materials at least three months in advance.
- c. The Evaluation Committee will carefully consider all relevant materials and make its recommendation to the Provost, who may consult with the APC if needed.
- d. The Provost will review the materials and make a recommendation to the President, who will make the final decision for each reappointment and promotion.
- e. An exception to these procedures concerns the review of the Director. The Director is reviewed on a yearly basis, each fall by the Provost, and the review will follow the procedure as outlined in the Employee Handbook for employee evaluations.

[Amended: Faculty, 2/13/2019; Trustees, 5/1/2019]

4. Schedules for reviews

- a. Schedule for Fall Reappointment Reviews
 - By 1 July Provost sends letter to librarian faculty under review
 - By 1 Oct. Candidate's reappointment materials due to the Office of the Provost
 - By 15 Nov. Letter from Librarian Evaluation Committee due
 - By 15 Dec. Candidate notified of administrative decision
- b. Schedule for Spring Reappointment Reviews
 - By 1 Dec. Provost sends letter to librarian faculty under review
 - By 1 March Candidate's reappointment materials due to the Office of the Provost
 - By 15 April Letter from Librarian Evaluation Committee due
 - By 15 June Candidate notified of administrative decision

5. Materials for evaluation

The candidate being evaluated for reappointment will be responsible for submitting the following materials to the Office of the Provost:

- a. A cover letter affording an overview of the materials being presented, including a statement about the development of professional accomplishments addressing Contributions to the Educational Mission of the College, Service to the College, and Scholarly Activities.

- b. A current curriculum vitae.
- c. Books, articles, papers, exhibitions, reviews of books, peer evaluations, conference presentations, poster sessions, public appearances in the interest of the library, are applicable.
- d. Syllabi, assignments for courses currently taught, if applicable.
- e. Other materials that the candidate thinks would be helpful in considering their record.

L. Procedures for Granting Tenure to Senior Administrators

The President and the Provost of the College may be considered for a tenured appointment to the faculty at the College provided that they meet the requirements listed below. Requests for consideration of either of these individuals will typically be considered at the time of their initial appointment to the College. In the case of the President, a request for consideration of tenure will ordinarily come from the Board of Trustees. In the case of the Provost, a request for consideration of tenure will ordinarily come from the President.

To be eligible for consideration of a tenured appointment to the faculty:

- a. Such administrators would normally hold a terminal degree in an academic field.
- b. Such administrators will have held tenure in an academic rank at another accredited academic institution.
- c. Such administrators, upon tenure to the faculty, would hold a rank no higher than the one they held at their previous institution.
- d. Such administrators, once tenured, would seek promotion by following the same procedures as all faculty.
- e. Years toward a sabbatical leave would normally start to accrue only after giving up the administrative title.

[Amended: Faculty, 4/5/2016; Trustees, 5/6/2016]

M. Policies and Procedures Governing the Separation of a Faculty Member from the College

1. Non-reappointment

2. Resignation

Notification of resignation by a faculty member ought, in general, to be sufficiently early to obviate serious problems for the College. The length of time will necessarily vary with the circumstances of each particular case. Subject to this general principle, a faculty member who intends to resign should give such notice before April 15 of the final academic year.

3. Retirement

As a consequence of federal legislation, there is no “normal retirement age” for faculty members at the College. In all cases, faculty should indicate their intention to retire by September 15 of the final academic year prior to retirement. Regular College benefits continue for all full-time faculty until their separation date.

4. Termination of Appointments by the College without Prejudice

Termination of appointment with continuous tenure, or of a probationary or other non-tenured appointment before the end of the specified term, may be effected only for reasons of financial exigency, discontinuance of program or department, or medical reasons. Any such termination is without prejudice to the individual faculty member.

a. Financial Exigency

- i. Termination of an appointment with continuous tenure, or of a probationary or other non-tenured appointment before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency, i.e., a financial crisis which poses a threat to the ability of the College to carry out its educational mission.
- ii. A condition of financial exigency may be declared only by the Board of Trustees on the recommendation of the President. Prior to seeking action by the Board, the President will consult with the FRC with respect to the existence of a condition of financial exigency and as to whether all reasonable alternatives to the termination of faculty appointments have been pursued.
- iii. Once a condition of financial exigency has been declared by the Board of Trustees, but before termination of any appointments have been made, a special ad hoc committee of the faculty will be formed to make recommendations to the President as to where in the overall academic program terminations of appointments might best occur. The ad hoc committee will be made up of the Provost, the Chairs of the APC, Curriculum, and FRC, and one additional faculty member from each of these Committees elected by the respective Committees. If the resulting committee does not include an untenured faculty member, the ad hoc committee will elect one. The ad hoc committee will also elect a chair from among its tenured faculty members. The committee will consider issues of educational policy, as well as of faculty status, including affirmative action, and will make its recommendations to the President within 14 days of the Board of Trustees' action.
- iv. The President will make the final decision with respect to specific terminations, after consultation with the Provost and careful review of the ad hoc committee's report.
- v. Upon the issuance of notice by the President to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to a full hearing before the faculty members of the APC, normally within 14 days of the date of the notice. The hearing need not conform in all aspects with a proceeding conducted pursuant to the provisions governing dismissal for cause (Section M.5. Infra), but the essentials of an on-the-record adjudicative hearing will be observed. The issues in the hearing will be limited to the reasonableness of the educational judgments and their appropriate applicability to the individual in question.
- vi. The recommendation of the APC will be transmitted to the President within 7 days of the close of the hearing. The President will then submit their recommendation, together with that of the Committee, to the Board of Trustees, or to the Executive Committee of the Board if the Board so designates, for final action.
- vii. If appointments are terminated because of financial exigency, new appointments will not be made at the same time except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious

- distortion of the academic program would otherwise result.
- viii. Before terminating an appointment because of financial exigency, the President, with faculty participation, will make every reasonable effort to place the faculty member concerned in another suitable position within the College.
 - ix. In all cases of termination of appointment because of financial exigency, the faculty member concerned will be given notice or severance salary in accordance with Section M.7. *Infra*.
 - x. In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.
- b. Discontinuance of Program or Department.
- Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of a bona fide formal discontinuance or reduction of a program or department of instruction. The following standards and procedures will apply:
- i. A recommendation to discontinue or reduce the size of a program or department of instruction will be made by the President after consultation with the Provost and the FRC. Such recommendation will be based primarily on educational considerations, taking into account the financial situation of the College (other than temporary short-term variations in enrollment or budget), and will reflect long-range judgments that the mission of the College as a whole will be served by the discontinuance or reduction. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure in that same department except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.
 - ii. Before the President issues notice to a faculty member of the decision to terminate an appointment because of formal discontinuance or reduction in size of a program or department of instruction, the President and the Provost will make every effort to place the faculty member concerned in another suitable position within the College. If placement in another position would be facilitated by a limited period of training, reasonable financial and other support for such training will be proffered. If no suitable position is available within the College, with or without training, the faculty member's appointment may then be terminated, but only in accordance with regulation Section M.7. *Infra*.
 - iii. Upon issuance of notice by the President to a particular faculty member of a proposed relocation or termination resulting from a discontinuance or reduction in size of a program or department, the faculty member will have the right to a full hearing before the faculty members of the APC, normally within 14 days of the date of receipt of the notice. The hearing need not conform in all aspects with a proceeding conducted pursuant to the provisions governing dismissal for cause (Section M.5. *Infra*), but the essentials of an on-the-record adjudicative hearing will be observed. The issue in such a hearing will be limited to:
 - 1. Whether there are discriminatory or other inappropriate reasons underlying the decision to terminate or relocate the particular faculty member; and
 - 2. Whether the conditions of Section M.b.i. have been satisfied.

- iv. The recommendation of the APC will be transmitted to the President within 7 days of the close of the hearing. The President will then submit their recommendation, together with that of the Committee, to the Board of Trustees, or to the Executive Committee of the Board if the Board so designates, for final action.
 - v. In all cases of termination resulting from a discontinuance or reduction in size of a program or department, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the terminated faculty member has been offered reinstatement and reasonable time in which to accept or decline it.
- c. Medical Reasons.
- Termination of an appointment with tenure, or of a probationary or other non-tenured appointment, before the end of the period of appointment for medical reasons, will be based upon clear medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be made by the President only after there has been appropriate consultation with the faculty member concerned and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. If the faculty member so requests, the evidence will be reviewed by the APC before final action is taken by the Board of Trustees on the recommendation of the President. The faculty member will be compensated in accordance with the procedures outlined in Section V.E. *Infra*, "Salary Continuation in Cases of Extended Disability."

5. Dismissal for Cause.

A faculty member holding an appointment with continuous tenure, or a probationary or non-tenured appointment may be dismissed for adequate cause before the end of the term specified in the contract. In such a case, dismissal is made with prejudice to the individual faculty member. Dismissal is a step that should be taken only in circumstances that are directly and substantially related to the fitness of a faculty member to continue in their position. Dismissal will not be used to constrain or threaten faculty members in their exercise of academic freedom or other rights of United States citizens. The following reasons constitute adequate cause for dismissal:

professional incompetence;
neglect of academic duties in spite of written warnings;
grave personal or professional misconduct;
deliberate and grave interference with the rights and freedoms of fellow faculty members, administration or students.

In the cases of such dismissal of a faculty member, the following procedures will be observed:

- a. Before formal dismissal proceedings are begun, efforts to resolve the matter informally will be made by the Provost and/or the President, and-if no settlement is reached, informal inquiry by a committee (composed of the three faculty members who serve on the Faculty Grievance subcommittee of the APC) which may, failing to effect an agreement with the faculty member, determine whether in its opinion formal dismissal proceedings should be

undertaken, without its opinion being binding upon the President. If the Title IX Hearing Panel (see Section III.Q) recommends dismissal, the President will relay that information to the faculty member and give the faculty member the option of resigning or of requesting a review of the recommendation. If the faculty member requests a review, procedures outlined in Section III.Q are followed.

b. Upon the commencement of formal dismissal proceedings, the faculty member concerned will be provided with written notice from the President containing a full statement of the reasons for the decision, framed with reasonable particularity. The notice will also inform the faculty member of their right to request a hearing on the matter. The faculty member will respond within 10 days of the receipt of the notice.

c. If the faculty member requests a hearing, a committee composed of five tenured faculty members will be convened. The selection process will be conducted by the FRC, which will also name a chair and render decisions regarding disqualification or inability to serve. Faculty with a special bias in the case will remove themselves. The accused will have a maximum of two challenges. The challenges will be made in writing to the chair of FRC within 48 hours of notification of the hearing committee's composition.

d. The following procedures will govern the conduct of the hearing:

- i. The Committee may, with the consent of the parties, hold joint prehearing meetings with the parties in order to (a) simplify the issues, (b) effect stipulations of facts, (c) provide for the exchange of documentary or other information, and (d) achieve such other appropriate prehearing objectives as will make the hearing fair, effective, and expeditious.
- ii. A private hearing, will be scheduled normally within 14 days of its request by the faculty member. The faculty member may, at any point during the process, waive a formal hearing by writing to the chair of the Reappointment, Tenure and Promotion. If the faculty member waives a hearing but denies the charges against them, or asserts that the charges do not support a finding of adequate cause, the hearing committee will evaluate all available evidence and base its recommendation upon the evidence in the record.
- iii. The hearing will be private. While it is the right of anyone involved in the process to consult an attorney independently and/or to have an attorney assist in preparations for the process, the academic and non-judicial setting of this process dictates that attorneys will not be present at any meeting or hearing that may occur. Because attorneys for the College will, or may, advise the President, the Provost, or the Committee, these attorneys will not be available to advise either of the parties.
- iv. At the request of either party or the hearing committee, a representative of a responsible educational association will be permitted to attend the proceeding as an observer.
- v. A verbatim record of the hearing or hearings will be kept by Human Resources and will be made available to the faculty member without cost upon their request.
- vi. The burden of proof that adequate cause exists rests with the Administration and will be satisfied only by the weight of the evidence on the record considered as a whole.
- vii. The hearing committee will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
- viii. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The Administration will cooperate with the

- hearing committee in securing witnesses and making available documentary and other evidence.
- ix. The faculty member and the administrative officer carrying the burden of the case (usually the Provost) will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee requires admission of their statements, the committee will identify the witnesses, disclose their statements, and if possible provide for interrogatories.
 - x. In the hearing of charges of incompetence, the testimony will include that of qualified faculty members from the College and/or other institutions of higher education.
 - xi. The hearing committee will not be bound by strict rules of legal evidence and may admit any evidence that is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
 - xii. The findings of fact and the decision, by majority vote, will be based solely on the hearing record.
 - xiii. Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member, the committee or the Administration will be avoided so far as possible until the proceedings, including consideration by the Board of Trustees, have been completed. The President and the faculty member will be notified of the decision in writing normally within 14 days of the close of the hearing and will be given a copy of the record of the hearing.
 - xiv. If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, they will state the reasons for doing so, in writing, to the hearing committee and to the aggrieved faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.
- e. Pending final action by the Board of Trustees, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to themselves or others is threatened by continuance, or if, because of the nature of the charges, continuance is clearly not in the best interest of the faculty member or of the College. Before suspending a faculty member, pending an ultimate determination of their status through the above hearing procedures, the President will consult with faculty members serving on the Faculty Grievance subcommittee of the APC as to the propriety, length, and other conditions of the suspension. A suspension that is intended to be final is a dismissal and will be treated as such. Salary will ordinarily continue during the period of suspension.
 - f. If dismissal for cause or other severe sanction is recommended, the President will, on request of the faculty member, transmit to the Board of Trustees the record of the case. The review by the Board, to be conducted by a committee designated by the Chair of the Board, will be based on the record of the committee hearing and will provide opportunity for argument, oral or written or both, by the principals at the hearings or their representatives. The decision of the hearing committee will either be sustained, or the proceedings returned to the committee with specific objections. The committee will then reconsider, taking into account the stated

objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after study of the committee's reconsideration.

6. Procedures for Imposition of Sanctions Other than Dismissal

- a. If the President believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, the procedures outlined in the paragraphs above will govern such proceeding. If the Title IX Panel (see Section III.Q) recommends a sanction other than dismissal, the President will relay that information to the faculty member and give the faculty member the choice of accepting that recommendation or of asking for a review of the recommendation using the procedures outlined in III.Q.
- b. If the President believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, they will notify the faculty member of the basis of the proposed sanction and provide them with an opportunity to persuade the Administration that the proposed sanction should not be imposed. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph or that a minor sanction has been unjustly imposed, may petition the Faculty Grievance subcommittee of the APC. (The former chair of the APC will replace the current chair in this instance, if available. If not available, the current chair of the FRC will sit in their place.)

7. Terminal Salary or Notice.

If an appointment is terminated, the faculty member will receive salary or notice in accordance with the following schedule: at least three months, if the final decision is reached by March 1 (or three months prior to the expiration) of the first year of probationary service; at least six months if the decision is reached by December 1 of the second year (or after nine months but prior to eighteen months) of probationary service; at least one year, if the decision is reached after eighteen months of probationary service or if the faculty member has tenure. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct that justified dismissal was for cause. On the recommendation of the President, the Board of Trustees may be asked to grant payments beyond the normal salary continuance, depending on length and quality of service of the faculty member.

N. Policies and Procedures Governing Faculty Grievances

1. Faculty Grievance Policy and Procedure

Definitions: A *grievance* is a complaint made by a faculty member concerning a decision, action, or lack of action by a person or persons acting in an official capacity, which directly and adversely affects the professional or personal well-being of the grievant and which can be corrected by the College. A *grievant* is a faculty member who has made a complaint that constitutes a grievance. A *respondent* is a member of the faculty, administration, staff, or representative of an institutional unit (such as a committee) against whom a grievance has been made. The *parties* means both grievant and respondent. A *business day* refers to Monday-Friday when the College is in session.

Coverage: Full-time and part-time faculty members are covered under this grievance policy.

Policy Jurisdiction: Any grievance that satisfies the definition above but is covered by policies and procedures specified elsewhere in the *Faculty Handbook* cannot be grieved.

a. Informal Resolution:

- i. It is always hoped that differences between a faculty member and the person(s) whose decisions are being grieved can be resolved informally; as such, a conference between the two parties is the first step. The parties are expected to work together with professionalism and courtesy. If the grievant is not satisfied with the results of this conference, they may consult the Provost; if the Provost and/or the President is the respondent, the grievant should proceed to formal resolution. The Provost will review information about the grievance and meet with the grievant. The Provost may contact the respondent, ask for additional information, or take other appropriate actions in a further attempt to resolve the issue informally.
- ii. If informal resolution proves impossible, the grievant will present the grievance for formal resolution in a timely fashion.

b. Formal Resolution:

- i. Grievances will be presented in this way:
 - A faculty member who wishes to grieve a member of the faculty, staff, or representative of an institutional unit will present the grievance both to the Chair of the Academic Personnel Committee (hereafter APC) and to the Provost, or
 - A faculty member who wishes to grieve a senior administrator will present the grievance to the Chair of the APC, who will copy either the President or (should the President be the respondent) the Chair of the Board of Trustees.
- ii. The grievant will initiate a formal procedure, beginning with a written request for a hearing by the Faculty Grievance Subcommittee of the APC (hereafter FGS-APC). This is the standing committee of the faculty whose charge is, in part, to investigate grievances and recommend remedies to the President or other person vested with the authority to apply such remedies as judged appropriate. The written request will include a *statement*, which must contain the following information:
 - A clear, candid, and thorough account of the grievance, including how the grievant has been adversely affected and any specific relief requested.
 - An identification of the person/s considered responsible for the grievance and explanation of why the identified person/s are held responsible.
 - A copy of any policies, regulations, statutes, contracts, or other documents of custom and practice on which the grievant relies; and
 - A list of any witnesses believed to have information relevant to the grievance.

c. Initial Review:

- i. The FGS-APC chair will prepare and distribute copies of the *statement* to the members of FGS-APC. Information from proceedings and deliberations must be held in strictest confidence.
- ii. Within 10 business days of receiving the *statement*, FGS-APC will review it and determine whether to seek a *reply to the statement*. Additional information may be requested in order to determine if the action is grievable. If FGS-APC determines by a majority vote that the charges (a) do not constitute a grievance, (b) are frivolous and/or without merit, and/or (c) cannot be

addressed by College policy or procedural remedy, then the FGS-APC chair will advise the grievant of this finding in writing and file copies of the grievance and the response with Human Resources.

- iii. Should FGS-APC seek a *reply*, the chair will apprise the grievant and provide copies of the *statement* to the respondent(s). Upon receipt of the *statement*, the respondent(s) will have 20 business days to make *reply* to the charges.
- iv. The *reply to the statement* will be presented in writing to the FGS-APC chair and include the following materials:
 - A clear, candid, and thorough statement of the respondent's position with respect to the charges made by the grievant;
 - Any additional documents pertinent to the *reply*; and
 - A list of any witnesses believed to have information relevant to the grievance.
- v. Within 5 business days of receiving the *reply to the statement*, the FGS-APC chair will distribute copies to the grievant and to the members of FGS-APC.

d. Composition of FGS-APC:

- i. FGS-APC will conduct the hearing. Upon receiving the *statement* and *reply*, the FGS-APC chair will inform the parties of their right to challenge the membership of the FGS-APC. Parties are allowed one peremptory challenge each to the existing composition of the FGS-APC. Challenged members will recuse themselves and replacement members will be selected from the balance of the APC membership. FGS-APC must have three members to conduct a hearing.
- ii. Upon receiving the *statement* and *reply*, the FGS-APC chair may determine members of FGS-APC who could be perceived to have a bias or conflict of interest. Should the FGS-APC chair be removed by peremptory challenge or recusal, the remaining members elect by simple majority from the roster of the FGS-APC — or if need be, from the current roster of the APC — a chair strictly for the purpose of the hearing.

e. FGS-APC Review of Reply, Finding, and Pre-Hearing Conference:

- i. Within 10 business days of distributing the *reply*, FGS-APC will either render a summary judgment — and send it in writing to the parties and the President or other appropriate authority — or notify the parties that a hearing will be held. If FGS-APC determines a hearing to be appropriate, the FGS-APC chair will schedule it to take place no later than 30 business days after the decision is made. The decision of the FGS-APC is final.
- ii. At least 10 business days before the hearing, the chair of FGS-APC will meet with the parties, individually, to explain and resolve any procedural matters in advance of the hearing.

f. Hearing Protocol and Procedure:

- i. The hearing will be private, including only the parties, witnesses, and members of FGS-APC. While it is the right of anyone involved in the process to consult an attorney independently and/or to have an attorney assist in preparations for the process, the academic and non-judicial setting of this process dictates that attorneys will not be present at any meeting or hearing that

may occur. Because attorneys for the College will, or may, advise the President, the Provost, or the APC, these attorneys will not be available to advise either of the parties.

- ii. The full and complete hearing will be recorded by and for FGS-APC and all recordings will be preserved with Human Resources.
- iii. The FGS-APC chair will convene and conduct the hearing. In principle, the facts have already been presented in the *statement* and *reply*, but in order to make a fair recommendation FGS-APC may need to seek clarity or additional information through the questioning of parties and witnesses. In brief, the hearing format includes opening statements and questions, call of witnesses and questions, and closing statements.
- iv. The hearing shall proceed according to the following order:
 - FGS-APC chair convenes the hearing.
 - Opening statements by grievant, then respondent, each no more than 5 minutes.
 - FGS-APC may question the grievant, then respondent, on issues raised in the *statement* and *reply* and on points raised by the opening statements.
 - The FGS-APC will call the grievant's witnesses, each of whom will be questioned in this order: by FGS-APC, by the grievant, and by the respondent.
 - The FGS-APC will call the respondent's witnesses, each of whom will be questioned in this order: by FGS-APC, by the respondent, and by the grievant.
 - FGS-APC may call additional witnesses, each of whom will be questioned in this order: by FGS-APC, by the grievant, and by the respondent.
 - Closing statements by grievant, then respondent, each no more than 5 minutes.
 - FGS-APC chair adjourns the hearing and FGS-APC retires to deliberate.
- v. FGS-APC will go into closed session to reach a finding and prepare its report and recommendation. Should the respondent be found responsible, recommended remedies may include but are not limited to: (a) a warning not to repeat the offending conduct; (b) special monitoring of teaching or research; (c) separation of the parties involved; (d) required participation in an educational program germane to the nature of the grievance; (e) letter of reprimand; (f) removal from or disbarment from a research project; (g) suspension of access to office and/or laboratory; (h) reassignment of duties; (i) loss of annual travel funds, research funds, and eligibility for reassigned time or intramural grants; (j) denial of pay increase; (k) reduction in rank or loss of endowed chair; (l) probation; (m) suspension with or without pay; or (n) dismissal.
- vi. Within 5 business days of recessing the hearing, the FGS-APC will tender its written report and recommendations to the Provost and the President. If the respondent is the Provost, the report will be tendered to the President. If the respondent is the President, the report will be tendered to the Chair of the Board of Trustees. The report will consist of a summary of the facts and a rationale for the recommendations made by FGS-APC. The President (or the Chair of the Board) can accept, revise, or reject the recommendation. Within 10 business days of receiving the FGS-APC report, the President (or the Chair of the Board) will communicate the decision, in writing, to the parties and to FGS-APC.

[Amended: Faculty, 5/8/2019; Trustees, 10/3/2019]

2. Appeal Process for Reappointment, Tenure and Promotions

Definitions: This procedure covers claims of improper consideration and inadequate consideration in connection with reappointment, promotion, and tenure recommendations. This procedure does not apply to or address dismissal decisions. “Improper consideration” (which is distinct from “inadequate consideration”) refers to considerations that violate either academic freedom or the College’s nondiscrimination policy. In defining the expression “adequate consideration,” the College procedure takes guidance from the AAUP’s Policy Documents and Reports: The term “adequate consideration” refers essentially to procedural rather than substantive issues: Was the decision conscientiously arrived at? Was all available evidence bearing on the relevant performance of the candidate sought out and considered? Was there adequate deliberation by the department over the import of the evidence in the light of the relevant standards? Were irrelevant and improper standards excluded from consideration? Was the decision a bona fide exercise of professional academic judgment? These are the kinds of questions suggested by the standard “adequate consideration.”

Coverage: Notice of non-reappointment at the end of a specified term of probationary appointment is not to be confused with termination for cause (“Dismissal for Cause,” Section M.5). In the case of non-reappointment, the College is to be “accorded the widest latitude consistent with academic freedom, equal opportunity, and the standards of fairness” in discharging its responsibility “to recruit and retain the best qualified faculty within its goals and means” (AAUP. “Statement on Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments,” *Policy Documents Reports*, 1995 ed., p. 17).

Policy Jurisdiction: The considerations relevant to tenure and promotion decisions are those elements set out in the Faculty Handbook. The College expects faculty reappointment decisions to be reached fairly and judiciously. The College recognizes, nonetheless, that despite every effort to reach its decisions fairly and judiciously, cases of improper consideration or inadequate consideration conceivably may occur. In cases of claims of improper or inadequate consideration, therefore, it has established the following special review procedures.

a. Grounds for Appeal

Should a faculty member believe that improper consideration contributed to the recommendation or decision not to grant tenure or not to promote, or not to reappoint, or that the recommendation or decision was based on inadequate consideration, the faculty member may appeal directly to the Reappointment, Tenure, and Promotion Appeals Committee (hereafter referred to as the Committee) no later than fourteen (14) calendar days following the Provost’s written notification of non-reappointment or non-promotion. The faculty member may amend the petition and provide supporting materials during the ten (10) calendar days following submission of the petition but may not do so after that time unless the Committee consents. The Chair of the Committee will give notice of the petition, its contents, and any amendments or supporting materials to the individual or committee who made the adverse recommendation.

b. Membership and Organization of the Committee

- i. The Committee serves as the body to which individuals may appeal when reappointment, promotion, or tenure has been denied. An appeal will be based on detailed and substantiated allegations of inadequate consideration or improper consideration.
- ii. When an appeal is made, the Committee will meet promptly to choose three members to consider the case, including a subcommittee chair. A member of the Committee will abstain from sitting on a particular appeal in any case of a conflict of interest. The names of the three members will be made available by the Committee to the individual making the appeal within twenty-four hours of selection. Within twenty-four hours of such notification, the individual making the appeal may submit to the Chair of the Committee a statement asserting that a member has a possible conflict of interest. Such statement will describe the alleged conflict. The Chair of the Committee will determine whether the alleged conflict disqualifies a member.
- iii. The sole responsibility of the Committee is to investigate the charge that improper and/or inadequate consideration was involved in the process by which the original recommendation and/or decision was reached. The members of the Committee must treat their deliberations, the materials consulted in the case, and all facts learned in the course of the case as confidential, to the extent permitted by College policy and applicable law. The Chair of the Committee will notify the President, the Provost, and the department chair in a timely manner of the initiation and disposition of any case within its purview.

c. Appeal Procedures

- i. A faculty member may petition in writing to the Chair of the Committee to initiate a review of the non-reappointment or non-promotion recommendation. The petition must specify in detail the respect(s) in which the individual making the appeal believes consideration to have been inadequate or improper.
- ii. While it is the right of anyone involved in the process to consult an attorney independently and/or to have an attorney assist in preparations for the process, the academic and non-judicial setting of this process dictates that attorneys will not be present at any meeting or hearing that may occur. Because attorneys for the College will, or may, advise the President, the Provost, the APC, or the Committee, these attorneys will not be available to advise the individual making the appeal.
- iii. *Prima Facie* Review
 - The Committee will initiate a formal review if and only if it concludes that the individual making the appeal has established a *prima facie* case as to the truth of the allegations of inadequate or improper consideration. In every case, the Committee will refer only to the petition to determine whether a *prima facie* case has been made. A *prima facie* case has two parts: (a) allegations which, if true, would warrant or require remedial action or relief; and (b) credible support for the allegations.
 - Should the Committee conclude that the faculty member's petition has not established a *prima facie* case, it will report its findings in writing to the President, to the Provost, to the department chair, and to the individual making the appeal. That will

end the Committee's consideration of the appeal. Should the Committee conclude that the faculty member's petition makes a *prima facie* case, it will proceed with a formal review.

iv. Formal Review

- If it is determined that a *prima facie* case exists, the Committee will proceed with an investigation, informally and in private, resolving by a majority vote if necessary any issues relating to procedural matters or to its ultimate findings. The burden of proof that improper or inadequate consideration occurred rests with the faculty member. Faculty members who submit an appeal will have the right to appear in person before the Committee at an agreed-upon time during the hearing and to present witnesses and documentary evidence in support of the appeal. The Committee will confer as well with the appropriate committees and individuals and compile and review relevant information, as part of their investigation. All individuals in the College community are expected to cooperate fully with the Committee and maintain confidentiality regarding the matter.
- The Committee will not substitute its own judgment on the substantive merits of the case for the judgment of those who made the original recommendation. Nor will it concern itself with the possibility that others might have arrived at a different judgment. Its responsibility is only to investigate the charge that improper and/or inadequate consideration was involved in the process by which the original recommendation was reached.

v. The Report

- The Committee will report its findings in writing to the President, the Provost, the department chair, and the individual making the appeal no later than thirty (30) days after the receipt of the petition, unless unusual circumstances dictate otherwise.
- The President will, in consultation with the Provost and the department chair, act upon the recommendation.
- The decision of the President will be final. A copy of the report will also be given to the petitioner.

d. Complaint Against the President

If the petition alleges improper conduct or inadequate consideration by the President, the report will go directly to the Board of Trustees to act upon the recommendation as it sees fit.

- e. The appeal procedure should be completed no later than the conclusion of the academic year in which the petition was submitted unless there are extenuating circumstances. These procedures contain all the provisions for appeal within the College. Upon the completion of these procedures, no further appeal may be initiated within the College.

[Amended: Faculty, 4/10/2019; Trustees, 5/1/2019]

O. Salary

The faculty salary policy reflects the goal of the College to reach AAUP's Level I compensation for

IIB colleges. The College faculty is entitled to a salary scale commensurate with the high quality of teaching, scholarship, and service traditional to the College.

The Provost or President will inform the faculty each winter of the percentage pool approved by the Trustees and the minimum percentage increase that will be accorded each member of the regular full-time faculty before individual salary determinations are made.

All salary increases reflect the Administration's recognition that the faculty as a whole offers dedicated service of a high quality to the College. Thus, in a real sense, all salary increases may be considered merit increases.

At the same time, the Administration recognizes that there are distinctions among faculty contributions.

1. Adjustments.

Adjustments for groups and individuals will be based on such considerations as the need to remain competitive at entry levels, to correct inequitable “drifts,” or to move an entire rank or portion of a rank more rapidly toward a goal.

2. Merit and Promotion.

Extra merit increases will be allocated by the President and the Provost to faculty members who demonstrate excellent teaching, scholarship, and service in a combination appropriate for the mission of the College. The major criterion is excellent teaching. The two lesser but important criteria are excellent scholarship and service.

Salaries for full-time faculty are paid on the 25th of each month for the full year beginning in July. If the 25th falls on a weekend or a holiday, paychecks will be distributed on the last work day before the 25th.

Part-time faculty members will be paid five times each semester on the 25th of the month, August through December for the first semester and January through May for the second semester. Part-time faculty will be paid each semester based on that semester's course load. Faculty with uneven course loads during the year (more or fewer courses in a particular semester) will be paid as the courses are taught — not equally over the entire year.

P. The Honor System

“The Honor System at Randolph College demands that all students abide by the highest standards of honesty and integrity in their academic, social, and personal life. This charge has been fundamental to the conduct and governance since the opening of the College in 1893. The effectiveness of the Honor System depends upon the concept of dual responsibility: individuals assume the responsibility for their own actions and those of other students. The resulting atmosphere of mutual trust and the opportunity for self-awareness and personal growth make the Honor System a precious inheritance and an essential part of student life.”

-- *Randolph College Academic Catalog*

1. The Honor Pledge

“I pledge absolute honesty in my academic work and in all personal relationships at Randolph College. I will maintain the integrity of my word and I will respect the rights of others. Realizing that these standards are an integral part of life at Randolph College, I assume my obligation to uphold this honor pledge. If at any time I fail to live up to my obligation of this pledge, I will report myself to the Chairperson of the Judiciary Committee. I will also ask others to report themselves for any infraction of this pledge.”

-- *Student Handbook*

2. Examination Pledge

“I pledge that I have neither given nor received unauthorized aid during this examination and that I have brought no unauthorized materials into this exam room. I also pledge that I will not discuss the content, form, or degree of difficulty of this exam except under circumstances which cannot result in communication of information about the exam to anyone who has not yet taken the exam.”

3. A full description of the Honor System is given in the *Student Handbook*. This description includes:

- a. The Honor Pledge.
- b. Living Under the Honor System.
- c. The Judiciary Process.
- d. Outline of Responsibilities and Rights under the Honor System.
- e. Plagiarism (definition, explanation, and examples).

4. Faculty Responsibilities

- a. When assigning papers, book reviews, reports, or any other type of work to be completed outside of the classroom, faculty members must be specific about how the assignment is to be carried out. The faculty member must make clear rules of citation, forms of student collaboration, etc. (See also the *Student Handbook* section on “plagiarism.”)
- b. A professor who wants to have students carry out academic work under conditions described by the Examination Pledge may request that each student write the word “Pledged” beside their signature on their papers.
- c. Any faculty member who detects a breach of the Honor Code or has reason to suspect the honesty of a student's work should first inform the student of these doubts. If the explanation convinces the teacher that the doubts had no basis in fact, no further action is required. However, if there continues to be reasonable doubt or if the student admits the dishonesty, the faculty member will ask the student to report themselves to the chair of the Judiciary Committee.

Q. Title IX & Sexual Misconduct Policy for Faculty: Policies, Procedures, and Additional information can be accessed at the College Title IX Website: <https://www.randolphcollege.edu/titleix/>
[Trustee Approval, October 21, 2006; December 16, 2021]

R. Statement on Copyright Responsibility

The faculty at Randolph College are expected to follow currently accepted best practices in regards to Copyright Law and the classroom use of copyrighted materials. For assistance on this matter, please consult the Lipscomb Library.

[Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

S. Guidelines for Off-Air Recordings of Television Programs

The faculty at Randolph College are expected to follow currently accepted best practices in regards to Copyright Law and the classroom use of copyrighted materials. For assistance on this matter, please consult the Lipscomb Library.

[Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

T. Student Grievance Procedures

For a student whose case involves an allegation of sexual harassment, see Section V.F. (Supra.).

Individual academic grievances will be handled in accordance with the general principles of the AAUP guidelines (AAUP, Policy Documents and Reports, 11th ed. (Washington, D.C., 2015), 429-30). In those cases in which a student believes that a faculty member has treated them unfairly, the first recourse should always be a conference between the student and the faculty member.

If a student believes a grievance is still unresolved after meeting with the faculty member, they may appeal to the chair of the department (or to the division head, if the faculty member involved is also the department chair) by providing the chair a written summary of the grievance, the reason(s) it remains unresolved, and any documentation for their case. The chair will meet with the student and attempt to resolve the appeal informally. If this is unsuccessful, the chair will provide the Provost a written account of the substance and result of that meeting, including any conversations or actions involving the faculty member in question.

If a student still seeks resolution after meeting with the department chair, they may appeal to the Provost. The Provost will review information about the grievance and meet with the student. The Provost may contact the faculty member or department chair, ask for additional information, or take other appropriate actions in a further attempt to resolve the appeal informally. At this stage, based on all the information provided, the Provost may decide to uphold the position of the faculty member or department and advise the student about the merits of the case.

If the student is still not satisfied with the results of these previous conferences, they may choose to appeal to the APC. In this case, the Provost will provide the APC a written account of the substance and result of their attempt to resolve the appeal, including reference to any conversations, solicitation of additional information, or actions involved in this attempt. The student will make a written request for the appeal to the chair of the APC and may provide any additional information believed to bolster their case.

The chair of the sub-committee on student grievances will review the evidence of the complainant, may collect any additional information deemed necessary to understand the appeal, or discuss with the faculty member its response to the student's complaint. The chair of the subcommittee will then present all of the available information to other faculty appointed to the subcommittee; together they will decide whether there are sufficient grounds for calling a full hearing. If they deem that there are not sufficient grounds to carry the appeal further, the subcommittee chair will provide a written account of that decision to the Provost, who will then inform the student. If the subcommittee faculty decide instead that the student appeal has sufficient merit to proceed, or if the student still wishes to continue their appeal, the chair of the APC will then convene the subcommittee on student grievances (three faculty and two student members) for a formal hearing.

At this stage, the subcommittee chair will be responsible for making information relevant to the case available, confidentially, to all members of the subcommittee and for arranging a suitable time and place for the hearing.

The hearing shall be private, including only the parties, witnesses, and members of SGS-APC. While it is the right of anyone involved in the process to consult an attorney independently and/or to have an attorney assist in preparations for the process, the academic and non-judicial setting of this process dictates that attorneys will not be present at any meeting or hearing that may occur. Because attorneys for the College will, or may, advise the Provost or the Academic Personnel Committee, these attorneys will not be available to advise either of the parties.

The full and complete hearing shall be recorded by and for SGS-APC and all recordings will be preserved with Human Resources.

The SGS-APC chair shall convene and conduct the hearing. In principle, the facts have already been presented, but in order to make a fair recommendation SGS-APC may need to seek clarity or additional information through the questioning of parties and witnesses. In brief, the hearing format includes opening statements and questions, call of witnesses and questions, and closing statements.

The hearing shall proceed according to the following order:

1. SGS-APC chair convenes the hearing.
2. Opening statements by grievant, then respondent, each no more than 5 minutes.
3. SGS-APC may question the grievant, then respondent, on issues raised in the reported and/or collected evidence and on points raised by the opening statements.
4. The SGS-APC will call the grievant's witnesses, each of whom will be questioned in this order: by SGS-APC, by the grievant, and by the respondent.
5. The SGS-APC will call the respondent's witnesses, each of whom will be questioned in this order: by SGS-APC, by the respondent, and by the grievant.
6. SGS-APC may call additional witnesses, each of whom will be questioned in this order: by SGS-APC, by the grievant, and by the respondent.
7. Closing statements by grievant, then respondent, each no more than 5 minutes.
8. SGS-APC chair adjourns the hearing and SGS-APC retires to deliberate.

The SGS-APC shall go into closed session to reach a finding and prepare its report and recommendation. Should the respondent be found responsible, recommended remedies may include but are not limited to: (a) a warning not to repeat the offending conduct; (b) a change in grade or policy; (c) special monitoring of teaching or research; (d) separation of the parties involved; (e) required participation in an educational program germane to the nature of the grievance; (f) letter of reprimand; (g) removal from or disbarment from a research project; (h) suspension of access to office and/or laboratory; (i) reassignment of duties; (j) loss of annual travel funds, research funds, and eligibility for reassigned time or intramural grants; (k) denial of pay increase; (l) reduction in rank or loss of endowed chair; (m) probation; (n) suspension with or without pay; or (o) dismissal.

Upon completion of the hearing, the subcommittee will make a recommendation to the full APC as to how the grievance shall be resolved, making every effort to complete its work within 20 class days after receipt of the request for the formal hearing. After discussion with the APC, the chair shall then relay the committee's recommendation to the Provost, making every effort to do so within five class days after completion of the recommendation. The Provost will provide a copy of the recommendation to the instructor and, if a change in a grade or policy has been recommended, ask that it be implemented. If the instructor does not comply, the Provost, on notifying the instructor and the student, may take appropriate action. Only the Provost, upon the written recommendation of the APC, has the authority to change a grade over the objection of the instructor. Written notice of the final disposition of the grievance will be provided by the Provost to the APC, the faculty member, and the student, normally within two weeks of the Provost's receipt of the APC recommendation. [Approved: Faculty, 4/2/2002; Trustees, 5/4/2002] [Amended: Faculty, 12/13/2016; Trustees, 5/5/2017] [Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

U. Policy on Students with Disabilities

According to faculty legislation (Faculty, 9/7/92; Trustee 10/17/1992), Randolph College is sensitive to the special needs of students with disabilities and is committed to providing support to all academically qualified students. While the College does not waive requirements for the degree or alter admissions requirements for any student and does not have a separate specialized program for students with disabilities, individual accommodations for a student with a disability may be authorized in accordance with professional assessment and recommendations through the Coordinator of Access Services.

Any student who self-identifies as having a disability and is seeking academic accommodations must schedule an interactive interview with the Coordinator; supporting documentation provided by the student is reviewed and appropriate reasonable accommodations are then determined. No accommodations are provided for the student until this process is completed; academic accommodations are not retroactive. Any student who requests accommodations directly from a faculty member should be referred immediately to the Coordinator.

Once the interactive process is completed and reasonable accommodations are determined, the Coordinator emails the student and their faculty a "Letter of Accommodation," which lists classroom and/or testing accommodations for the semester. A faculty member should not provide accommodations without the requisite letter of notification, and the only accommodations that should be provided are those listed in the letter. It is the student's responsibility to remind professors

in a timely fashion of the need for implementing the accommodation. If a faculty member believes that additional and/or different accommodations are desirable for a particular course, the faculty member should consult the Coordinator.

[Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

IV. FRINGE BENEFITS

[This information is contained in the *Employee Handbook*.](#)

V. FACULTY BENEFITS AND SUPPORT FOR RESEARCH AND STUDY

A. Faculty Housing Loans

Up to \$650,000 of the College's endowment funds will be made available in the aggregate for loans to qualified members of the faculty for the purchase of homes for their own occupancy.

Qualified persons may apply for either a first mortgage or a second mortgage loan. Both types of loans cannot be carried at the same time. After a second mortgage loan has been completely repaid, a first mortgage loan may be applied for.

In no case shall the period of repayment be extended beyond the retirement date of the faculty member securing the loan.

The maximum amount of a single loan shall be \$50,000. Mortgage loan rates will be at the next highest one-half point as determined by the previous week's average thirty-year U.S. Treasury Bond rate as published in the financial journals, the Wall Street Journal and the New York Times. This rate will be determined at closing.

Repayments shall be made monthly by deductions from the individual's salary check.

If all or any part of property covered by a College loan is sold or transferred without the prior written consent of the College, the College may, at its option, declare all sums still due to be immediately due and payable. In addition, if at any time during the term of the loan, the faculty or staff member leaves the employ of the College, the College may, at its option, declare all the sums secured by the deed of trust to be immediately due and payable.

“Qualified persons” shall be defined as follows:

1. Regular Status full-time members of the faculty as follows:
 - a. Instructors - after five years or promotion plus three years.
 - b. Assistant professors - after four years or promotion plus one year.
 - c. Associate professors - after two years or promotion.
 - d. Professors - after one year.
2. Full-time Professional Library Staff as Follows:
 - a. Head librarian - after one year.
 - b. Others - after a period to be determined jointly by the Head Librarian, President, and Vice President for Finance and Administration but not to exceed five years.

3. Members of the Senior Staff—after one year. (See II.B.2.)
4. The “qualified” person must be the owner and occupant of the property on which the loan is made. Any exception to this requirement shall be made only when there are special circumstances and, in any case, for no longer than a period of time agreed upon by the Vice President for Finance and Administration and Treasurer of the College before the loan is made.

All fees associated with a loan will only be covered by the College one time (ex. legal or closing costs).

B. Leaves and Support for Research and Study

1. Sabbatical Leave

- a. Purpose. The primary purpose of sabbatical leave is to enrich the academic program of Randolph College by encouraging the renewal and growth of its faculty as artists and scholars and as educators.
- b. Eligibility. Tenured faculty are eligible to take a sabbatical semester or year after each six-year interval of full-time teaching service to Randolph College. Faculty under review for tenure can submit their sabbatical application coincident with their application for tenure. However, the approval of sabbatical leave is contingent upon an affirmative tenure decision. Normally, no more than 1/7th of the tenured faculty will be awarded sabbatical leave in any academic year. A larger fraction of the tenured faculty may be awarded sabbatical leave at the discretion of the Provost. Faculty may elect to defer sabbatical leave beyond their scheduled six-year interval, but those applying later than the eligible year will not be given priority; they will compete for grants with the eligible class of faculty. For faculty awarded deferred sabbatical, their subsequent interval will begin upon completion of their sabbatical leave. Should eligible faculty elect to defer sabbatical leave in consultation with the Provost and in the strategic interest of the College, the subsequent six-year interval requisite for eligibility may be abbreviated. Prior to application, eligible faculty will confer with their department chairs about their intent to take sabbatical leave; and they will collaborate as necessary with their chairs to make provision for the needs generated by their leaves in relevant departments and programs. Sabbatical leave applications must be submitted both to the Provost and to the chair of APC by September 1 of the academic year prior to the year in which applicants intend to take sabbatical. The final decision to approve sabbatical leave applications falls to the President of the College and is subject to ratification by the Board of Trustees. Decisions will be communicated to applicants on December 15.

[Amended: Faculty, 11/10/2021, 05/18/22; Trustees 05/06/2022, 06/23/2022]

- c. Criteria: The Academic Personnel Committee will evaluate sabbatical leave proposals and make its recommendations to the Provost on the basis of these shared criteria:
 1. Sabbatical proposals should be ambitious. The College encourages its faculty to propose projects reflecting the highest standards of scholarship and creative expression.

2. Proposals must identify a clear goal or goals for the sabbatical project. Applicants will provide a description of what they plan to accomplish during the sabbatical leave and the steps requisite for achieving it.
3. Proposals should also address the significance of the project. The following questions should be answered:
 - a. What is the benefit to the individual as a teacher-scholar, the department, the college, and/or students?
 - b. How will the creative or scholarly work be shared with peers for significant feedback or peer review?
4. Scholarship takes precedence over professional development or course development in evaluating sabbatical proposals.
5. Proposals should make reference to the provisions discussed with the department chair for covering the applicant's duties to the college in their absence.
6. Sabbatical proposals will be rated using a five-point evaluation system for making recommendations to the Provost:
 - a. Exceptional
 - b. Highly recommended
 - c. Recommended
 - d. Recommended with reservations
 - e. Not recommended
- d. General Information. Faculty approved for a one-semester sabbatical leave receive full pay and benefits and teach a full course load in the regular semester of that academic year. Faculty approved for a one-year sabbatical leave receive half pay and full medical and life insurance benefits, though FICA and retirement benefits are adjusted according to the reduced salary. Faculty members on sabbatical leave from Randolph College are expected not to undertake full-time employment. If you intend to seek employment not directly related to your approved sabbatical project, you must consult first with the Provost in order to discuss the effects of such employment on the execution of your sabbatical project and on sabbatical leave compensation. As the purpose of sabbatical leave is to enrich the academic program of Randolph College by developing its faculty, faculty who take advantage of sabbatical leave will return to their full-time duties for one academic year at Randolph College. Those who do not return will repay their full sabbatical salary to Randolph College within twelve months of their notice of resignation. Acceptance of sabbatical leave constitutes acceptance of these terms.
- e. Reports. A written report on the use made of a sabbatical leave shall be submitted to the Provost by the first day of the first calendar month following the faculty member's return to the College. Results of sabbatical research must be shared in a campus forum to be determined in consultation with the Provost.

[Faculty, 12/15/2015, amended 10/11/2017; Trustees, 02/06/2016, amended 02/1/2018]

2. Leaves of Absence Without Pay. Requests may be made for professional leave of absence without pay for a semester or year. Such leaves should involve research or study. The time spent on unpaid leave will not be included in the computation of either sabbatical eligibility or the required probationary period prior to a tenure decision. Such leaves should be requested in the same fashion as sabbatical leaves. Such leaves will normally not be granted more than once in every four years and will normally be restricted to a maximum of one year. The granting of such leaves will be

dependent on departmental and institutional considerations.

3. Parental or Maternity Leave and Family Emergency. A full-time faculty member with at least one full year of service who would miss teaching days for reasons of childbirth or adoption will be granted up to six calendar weeks of leave with pay to cover missed periods of teaching responsibility; such paid leave may be extended for additional periods up to six months if the faculty member is medically disabled. Should the faculty member be granted additional full-leave or partial leave with a reduced teaching load, the Provost and faculty member will agree on equitable compensation for the period covered. If the faculty member is on a probationary, tenure track appointment, the faculty member and the Provost of the College will, in consultation with the department chair, determine if such leave shall or shall not be included as part of the probationary period. Faculty are also entitled to have their health benefits continued at the College's expense for the academic semester in which a full or partial leave is taken.

A full-time faculty member with at least one full year of service who gives birth or adopts a child and who takes an unpaid leave of absence corresponding to an academic semester or takes an academic semester with a reduced load (with commensurate reduction in salary) shall be entitled to have their health benefits continued at the college's expense for the academic semester during such unpaid leave or reduced load.

In the event of a family emergency that results in a full-time faculty member securing, under existing procedures, an unpaid leave of absence, they may request the Provost, who will consult with the Senior Staff to consider the College's continuing its contribution for medical benefits for all or some part of the leave; any such extension will be made on a case-by-case basis and at the discretion of the Senior Staff.

[Amended: Trustee 10/14/92]

4. POC Funds for Professional Activities. To assist in meeting professional development expenses, such as attendance at professional meetings, research and study, or the presentation, publication, exhibition, or performance of scholarly or creative work, the College will allow up to \$525 per year (from July 1 to June 30) to each full-time member of the faculty. The grants are available to each faculty member, subject to the approval of the Provost. Funds may be available to part-time faculty per the discretion of the Provost.
 - a. Reimbursement for Expenses. Business Office reimbursement forms and instructions for requesting reimbursement are available on the portal. These forms should be completed and returned to the Provost for approval within 90 days of expenditure.

[Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

C. Grants for Study and Research

1. General Information. The purpose of these awards is to foster the professional development of members of the Randolph College faculty. Faculty employed full-time by the College, including librarians with faculty status, and regular status faculty having an annual contract to teach half-

time or more are eligible for grants for study and research. A faculty member who receives a grant for use during the summer or during a sabbatical leave or leave of absence is expected to return to the College for the following year if offered an appointment. If they should decide not to return to the College, the grant will not be paid. If the faculty member has already received the grant, they shall repay the full amount of the award to the College at the time the College is informed of this decision. Acceptance of the grant constitutes acceptance of these terms. Normally, major grants will not be awarded in the year preceding retirement.

Each application should include a clear statement of the nature and objectives of the project and an itemized list of anticipated expenses. The estimate of expenses should include the projected costs of room, board, and transportation, if applicable. Transportation costs for travel by automobile are to be calculated at the current College mileage rate. When travel by automobile exceeds the cost of travel by plane, no more than the cost of air travel will be awarded. Applications should, when applicable, indicate the current state of the project and an expected date for its completion. The application should be made on the appropriate forms, addressed to the chair of the Professional Development Committee. The Internal Grants forms may be downloaded from the “Faculty” tab of the Portal under “Faculty Development”.

Applications should be made by the following deadlines.

September 15: Applications due for Professional Development Grants to be used during the fall semester.

December 1: Applications due for Professional Development Grants to be used during the spring semester.

February 15: Early applications due for Professional Development Grants to be used during the summer.

April 1: Late applications due for Professional Development Grants for use in the summer (dependent upon available funding). This date is to be used by those whose projects or plans could not be formed by the February 15 deadline.

[Amended: Faculty, 2/2/1998; 10/14/2004, 5/13/2014; Trustees, 10/4/2014]

Applications may be filed after the stated deadlines; however, the applicant should recognize that all funds may have been designated for use.

The Professional Development Committee reviews all applications and recommends to the Provost those deemed most worthwhile.

Faculty members are strongly encouraged to seek outside funding. A faculty member may hold a Professional Development Grant in conjunction with grants from outside sources if the total awards from all sources do not exceed the total cost of the project. Faculty whose projects come in under budget are expected to deduct the surplus from their Professional Development Grant amount, so that funds may be returned to the pool.

A faculty member receiving a grant is responsible for all applicable local, state and federal taxes. [Amended: Faculty, 5/13/2014, 11/15/2017; Trustees, 10/4/2014, 2/1/2018]

2. Types of Grants

- a. Faculty Study Grants. These grants are provided for projects and activities encompassed by the programs listed below. Factors considered in awarding the grants include:

The merit of the project, including its value to the College.

The availability of other funding sources or methods for accomplishing the goals of the project.

The number and dollar amount of grants received by the applicant within the past two years. The committee keeps a rolling two-year total of grants awarded to each faculty member. [Amended: Faculty, 5/6/96; 5/13/14; Trustees, 10/4/2014]

The lack of similar projects for which the applicant previously received grants.

- i. Grants for Research.

Funds to support research and costs for projects intended to result in or directed toward publication, performance, or public exhibition. Faculty may apply for such funds for use during the College year or the summer months, or for professional expenses for projects conducted for sabbatical leaves or leaves of absence. In this latter case (funds during leaves), living expenses incurred while on leave will not be funded.

- ii. Grants for the Presentation, Performance, or Public Exhibition of Scholarship.

Funds to support the presentation, publication, exhibition, or performance of scholarly or creative work. Grants are also available for faculty attending a professional meeting at which they serve on a panel, as funds allow.

[Amended: Faculty, 12/18/19; Trustees 5/7/20]

- iii. Katherine Graves Davidson Grants.

Funds to support summer research for two faculty members. Tenure-track and tenured members of the faculty who are in at least their third year of full-time teaching at the College are eligible to apply. Davidson Grants are available to provide time for pursuit of scholarly research, creative activity, or curricular projects. Ordinarily a Davidson Grant is for a maximum of \$2,000.

[Amended: Faculty, 3/14/18; Trustees, 5/4/18]

- iv. Charlotte Daniels Stern Honorees.

Funds for assisting faculty members, who either are or show promise of being continuing members of the faculty, in pursuit of specific proposals for research and scholarship in or related to their fields of specialization. Every year one or more faculty members who have submitted professional development grant applications that the committee has approved will be designated “Charlotte Daniels Stern Honorees.” This honor will recognize research and scholarship above and beyond the normal contractual obligation of the faculty member to the College; and projects that stimulate and further the research and scholarship interest of faculty members rather than simply providing the technical means for publication.

[Amended: Faculty, 3/14/18; Trustees, 5/4/18]

b. Teaching Development Grants.

To support and enhance faculty teaching, faculty may apply for funds to attend pedagogical conferences and bring speakers to campus for pedagogical workshops. Teaching development funds can cover travel and other activities that enhance course content and provide material support for faculty to develop new courses or substantially new content. Teaching development grants do not fund faculty salary/honoraria.

Full-time faculty and part-time regular status faculty who carry teaching loads of one-half time or more are eligible to apply once per academic year, for up to \$1,000. Funds may be available to other faculty at the discretion of the Professional Development Committee. In such cases, applications must demonstrate that the proposed project will be of clear benefit to the College. Application deadlines are September 15, December 15, February 15, and April 1. Applications made after these deadlines may be considered if funding is still available. Teaching Development grants are not included in the two-year cap on Professional Development Grants, however, the committee will give priority to those who have not received one in the past three years.

[Amended: Faculty 12/2014, 05/10/16; Trustees 2/2015, 10/07/16]

3. Grants From Outside Sources.

Faculty members are strongly encouraged to apply for grants from outside sources. The Sponsored Programs Officer maintains files of governmental and private funds and is also available to provide information about the success of previous applications and to assist faculty members in writing proposals. Faculty applying for outside grants shall contact the Provost to reach a mutually acceptable arrangement concerning the relationship of the grant and responsibilities to the College before the grant is submitted. The required “Sign-off Transmittal for External Applications” form is available on the College website (Office of Sponsored Programs—Proposals and Submissions).

4. The Boggs-Cornelius-Harris Fund.

The Boggs-Cornelius-Harris Fund, established by the Class of 1958, honors the distinguished accomplishments of Miss Isabel Boggs, Dr. Roberta D. Cornelius, and Dr. Marjorie S. Harris, who retired from active professorship in the year 1958.

The annual proceeds of this endowment, which are quite limited, shall be awarded to a member of the faculty of RC toward expenses incurred in preparing the final form of the faculty member's doctoral dissertation.

Application for this award shall be made to the Provost. In the event of multiple applications, the award shall be made to the faculty member having the longest tenure on the RC faculty. In the event of applications from persons having equal tenure, the recipient of the award shall be chosen by the President and the Provost of the College. The initial capital shall be invested by the College. For any year in which there is no applicant, the income from this fund shall be reinvested in the fund.

[Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

D. Scholarship Programs for Dependents of Faculty

Randolph College maintains three college-level scholarship programs for dependent children and one nursery school program. Eligibility for the college-level scholarship programs begins after the third year of full-time employment of the faculty member. Dependent is defined as a child, adopted child, or a stepchild under the age of 24 who qualifies as the faculty member's dependent under the IRS code. Eligibility of dependents for scholarship programs ceases when the faculty member ceases to be employed by the College and is limited to a total of eight semesters of support under one or any combination of college-level scholarships for dependents.

1. Tuition Scholarships at The College for Dependents of Faculty

Dependents of College faculty may receive a scholarship covering full tuition while attending the College on the Lynchburg campus during the fall or spring semester. The tuition scholarship does not include room, board, or other fees, and is contingent upon acceptance of the dependent at the College through regular admission procedures. Such tuition scholarships are available for a maximum of eight semesters of study at the College.

The amount of the scholarship is the net of non-repayable financial assistance including merit-based and need-based grants, scholarships, awards, and financial aid from non-family sources. The amount is also less any state and federal sources (e.g., Virginia Tuition Assistance Grant Program) for which the student is eligible and for which the student must apply by filing the appropriate applications before the applicable deadlines. In the event that application for grants, such as the Virginia Tuition Assistance Grant Program, are not completed by the student, the applicable tuition benefit will be reduced by the grant amount.

The dependent of a deceased faculty member who prior to death was a full-time faculty member with a minimum of 15 years of continuous full-time employment at the College will be eligible to receive a full-tuition scholarship subject to conditions applicable to this program.

The dependent of a faculty member who retires after completing 25 years of full-time employment at the College will receive a full-tuition benefit, subject to conditions applicable to this program, while attending the College.

Retirement is defined as the voluntary withdrawal of a faculty member from a full-time position with the College after 25 years of continuous full-time service at a minimum of age 60 who does not secure equivalent full-time employment elsewhere.

2. Tuition Scholarships at Accredited Colleges or Universities (outbound)

Dependents of full-time faculty are eligible to apply for scholarship aid toward the general fees and tuition (not including room, board, or insurance) charged all students at the college or university which the dependent attends or plans to attend. The maximum amount of this scholarship cannot exceed one-half of the highest annual tuition and general mandatory fees at the College during the faculty member's employment at the College. Such scholarships may not be used in conjunction with Tuition Exchange agreements.

Generally, unless the dependent of a faculty member receives scholarship money equaling the the College's current tuition and fees, they will receive some money from this scholarship. The amount of this one-half scholarship will be calculated after all non-repayable financial assistance—including merit-based and need-based grants, scholarships, awards; financial aid from non-family sources; and government grants such as Virginia Tuition Assistance Grant Program—have been subtracted from the relevant total of fees and tuition. In the event that applications for state grants such as the Virginia Tuition Assistance Grant Program are not completed by the applicable deadlines the applicable tuition benefit will be reduced by the grant amount.

Two illustrations are included below to indicate how the amount of a scholarship is calculated. For the highest annual tuition during the faculty member's employment or if the faculty member has any questions, they can contact the Director of Human Resources or the Director of Finance and Budget as a back-up.

3. Example 1

Other school's tuition and mandatory fees \$18,000 Non-refundable aid \$6,000

College tuition and fees \$17,300

\$17,300 lowest tuition and mandatory fees

- 6,000 less aid

\$11,300 divided by 2

\$5,650 scholarship for that year

Example 2

Other school's tuition and mandatory fees \$12,000 Non-refundable aid \$ 6,000

College tuition and mandatory fees \$17,300

\$12,000 lowest tuition and fees

- 6,000 less aid

\$ 6,000 divided by 2

\$ 3,000 scholarship for that year

Faculty should notify the Provost and the Director of Human Resources in writing for this scholarship assistance or if they wish to utilize this benefit according to the following schedule:

Prospective freshmen: No later than February 15 of the spring preceding admission to college, a list of the colleges to which application is being made must be filed. The charges for tuition and general fees for each institution must be shown.

Admitted freshmen: No later than May 10, a letter of application indicating the college to be attended must be submitted.

Continuing Student: No later than May 10 of each year a student remains in college, a letter of application stating the college to be attended and showing the academic record attained and a statement of fees for the coming year must be submitted. To hold a scholarship, a student must be in good standing academically.

In the event of the death of a full-time faculty member with a minimum of 15 years continuous full-time employment at the College, the dependent who is currently enrolled in the outbound program may receive no more than one-half the highest annual tuition during the faculty member's employment at the College, for a maximum of eight semesters of undergraduate study through age 23. This benefit is limited to those dependents currently enrolled in the outbound tuition program at the time of the death of the employee.

The dependent of a faculty member who retires after completing 25 years of full-time employment at the College will be eligible to receive as a tuition benefit no more than one-half the highest annual tuition during the faculty member's employment at the College, see D2 paragraph 1.

In order that the scholarship payments may be made by the time the institution's bills are payable, the faculty member must file with the Director of Human Resources a copy of each applicable bill for the dependent as soon as it is received. In order for the College to make its payments promptly, the copy must be submitted to the Director of Human Resources no fewer than fourteen days prior to its due date.

The College will assume the responsibility for requesting from the other institution information concerning the assignment to tuition and other general fees as distinguished from room and board; and will compute the grant on the basis of those figures and the individual student's bill.

4. Tuition Exchange Plan

The College participates in the Tuition Exchange Program. Acceptance of a dependent under this program is subject to the College's rating category, which is dependent on the number of student applications which the college may accept and the number which the college may send out, and is subject to all admissions and Tuition Exchange policies at the college or university to which the student is applying. For a complete explanation of this plan, consult the website or see the Director of Human Resources.

www.tuitionexchange.org

5. CIC Tuition Exchange Plan

Randolph College participates in the Tuition Exchange Program sponsored by The Council of Independent Colleges. Acceptance of a dependent under this program is subject to the guidelines for participating institutions. Applicants must be admissible at the host (importing) institution in accordance with regular institutional admission standards and must comply with all host institution financial aid policies and procedures. For a complete explanation of this plan, consult the RC College website or contact the Director of Human Resources.

www.cic.edu

6. College Tuition Benefit for Spouses of Full-Time Employees

Non-Degree - Spouses of employees who have completed one year of continuous full-time employment at the College may take up to two classes per semester at the College free of charge (not including any fees or books). Because of limited classroom space, first priority must be given to regularly enrolling students. Requests to enroll in a course must be approved by the Provost.

Degree - In addition, a maximum of 15 hours of free credit may be used towards a degree* at the College. Any spouse interested in pursuing a degree can refer to the *Employee Handbook* located on the College portal. The Human Resource office administers the program. If admitted to the College as degree-seeking students, they will be charged \$250 per credit hour. If they wish to take more than 6 hours a semester, they will be charged the appropriate full-time rate.

*Degree refers to B.A., B.S., B.F.A, Certificate of Major, or teacher licensure.

E. Salary Continuation in Cases of Extended Disability

In cases of disability, continuation of full salary is provided by ~~RC~~ the College for regular status, full-time faculty. The College will continue the payment of salary for the following periods:

1. two months in the first year of employment
2. four months in the second year of employment
3. six months after the second year of employment

In any consecutive five-year period, a faculty member may receive continuation of salary under this plan for up to a total of twelve months.

[Amended: Faculty, 05/18/2022; Trustees, 10/08/2022]

VI. COLLEGE-WIDE POLICIES

This Information is in the *Employee Handbook*.