<table>
<thead>
<tr>
<th>Section/Page Number</th>
<th>Changes Made</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulations on Academic Freedom and Tenure (Appendix B), p. 75</td>
<td>Provides clarification as to the basis for the Dean’s Tenure and Promotion recommendations to the Superintendent.</td>
<td>9/24/14</td>
</tr>
<tr>
<td>Academic Support, p. 18</td>
<td>Updated the description of the Center for Cadet Counseling</td>
<td>8/26/15</td>
</tr>
<tr>
<td>Academic Support, p. 19</td>
<td>Updated the description of the Office of Disabilities Services</td>
<td>8/26/15</td>
</tr>
<tr>
<td>Appendix C, p. 91</td>
<td>Updated the department names in the description of the Grievance Hearing Panel membership.</td>
<td>8/26/15</td>
</tr>
<tr>
<td>Accreditation, p. 3</td>
<td>Updated the list of programs currently accredited by external agencies</td>
<td>1/5/16</td>
</tr>
<tr>
<td>Special Academic Programs, p.16</td>
<td>Removed link to defunct Technology, Teaching, and Learning Committee</td>
<td>10/21/16</td>
</tr>
<tr>
<td>Scholarly Engagement, p. 27</td>
<td>Removed link to outdated memo on the criteria to be used for determining scholarly engagement</td>
<td>10/21/16</td>
</tr>
<tr>
<td>Tenure Consideration, p. 71</td>
<td>Removed link to outdated Summary of Tenure and Promotions document</td>
<td>10/21/16</td>
</tr>
<tr>
<td>Compensation, p. 98-99</td>
<td>Revised the Compensation section to (1) provide the Dean with greater flexibility in addressing faculty compensation issues, and (2) ensure that the faculty have a financially sustainable merit bonus program.</td>
<td>1/28/17</td>
</tr>
<tr>
<td>Courses Syllabi and Testing, p. 32</td>
<td>Require a Disability Services Statement in course syllabi to ensure compliance with the Americans with Disabilities Act (ADA).</td>
<td>1/28/17</td>
</tr>
<tr>
<td>Maternity Leave, p. 48</td>
<td>Added language to clarify the responsibilities associated with planning for faculty on maternity leave during the academic year.</td>
<td>1/28/17</td>
</tr>
<tr>
<td>Uniforms, p. 54</td>
<td>Added language to reflect the current policy regarding the issuing of field uniforms, and added a maternity uniforms policy.</td>
<td>1/28/17</td>
</tr>
<tr>
<td>Separately Incorporated Organizations Affiliated With VMI, p. 9</td>
<td>Updated the descriptions of these organizations to include the recently established VMI Alumni Agencies, Inc.</td>
<td>5/4/19</td>
</tr>
<tr>
<td>Faculty Emeritus Status, p. 39</td>
<td>Revised the eligibility criteria, defined the associated benefits, and established procedures for nomination for and removal of Emeritus status.</td>
<td>5/4/19</td>
</tr>
<tr>
<td>Personal Medical Leave Policy, p. 49</td>
<td>Revised the Personal Medical Leave Policy to better align the policy with the Family and Medical Leave Act.</td>
<td>9/11/19</td>
</tr>
<tr>
<td>Death in Service Benefit, p. 55</td>
<td>Added a Death in Service Benefit for Teaching &amp; Research Faculty</td>
<td>9/11/19</td>
</tr>
<tr>
<td>Tuition Benefits, p. 56</td>
<td>Revised the Tuition Benefits policy to clarify to which VMI employees the policy applies.</td>
<td>9/11/19</td>
</tr>
<tr>
<td>Maternity Leave/Family and Medical Leave Act, p. 50</td>
<td>Inserted reference to GO 89 - A/P &amp; T/R Parental Leave Policy</td>
<td>11/15/19</td>
</tr>
</tbody>
</table>
# Table of Contents

## I  Introduction
- Statement of Purpose ................................................. 1
- Mission .................................................................................. 1
- History .................................................................................... 2
- Accreditation .......................................................................... 3
- The Post .................................................................................. 3

## II. Organization and Administration ........................................... 4
- VMI Board of Visitors .......................................................... 4
- VMI Organization Chart ....................................................... 4
- VMI Regulations ..................................................................... 4
- Committee Functions and Responsibilities ............................ 4
- Virginia Militia and Corps of Cadets ..................................... 5
- Faculty Organizations ............................................................ 7
- Cadet Organizations ............................................................... 7
- Separately Incorporated Organizations Affiliated with VMI .... 9

## III. Academic Program Mission and Vision ................................. 11

## IV. Academic Program Organization and Governance .................. 12
- Academic Administration ..................................................... 12
- Academic Departments and Degrees ..................................... 12
- Minors and Concentrations .................................................... 13
- General Education – The Core Curriculum ............................ 14
- Special Academic Programs .................................................. 14
- Academic Support ................................................................. 17
- Faculty Meetings .................................................................... 20
- Academic Board ..................................................................... 21

## V. Responsibilities of Faculty Members ...................................... 23
- Introduction ............................................................................ 23

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1 SEPTEMBER 2019 Handbook approved by the Board of Visitors on 11 September 2019
I INTRODUCTION

STATEMENT OF PURPOSE

The purpose of the VMI Faculty Handbook is to serve as a resource on policies, procedures, and expectations relating to faculty duties and work at the Virginia Military Institute.

MISSION

The Virginia Military Institute is a state military college, supported by the Commonwealth of Virginia, for the purpose of offering higher education in the fields of engineering, sciences and the arts. The Institute provides academic study of the highest possible quality conducted in and facilitated by a rigorous system of military discipline.

Mission of the Virginia Military Institute

The Virginia Military Institute believes that the measure of a college lies in the quality and performance of its graduates and their contributions to society.

Therefore, it is the mission of Virginia Military Institute to produce educated and honorable men and women, prepared for the varied work of civil life, imbued with love of learning, confident in the functions and attitudes of leadership, possessing a high sense of public service, advocates of the American Democracy and free enterprise system, and ready as citizen-soldiers to defend their country in time of national peril.

To accomplish this result, the Virginia Military Institute shall provide to qualified young men and women undergraduate education of the highest quality -- embracing engineering, science, and the arts -- conducted in, and facilitated by, the unique VMI system of military discipline.

This Mission Statement was adopted by the Board of Visitors in 1986, modified in 1997 to accommodate the assimilation of women into the Corps, and is the central point of reference for all of the Institute’s strategic planning.

The VMI Strategic Plan provides general direction for an Institute committed to the education of young men and women for active and responsible citizenship in the twenty-first century. The plan has fourteen strategies and goals aligned with VMI’s Vision 2039.

Underlying and linking these strategic goals is a set of objectives that lead to the achievement of the broad educational mission of the Institute.

The Institute limits the number of curricula it offers in order to make a superior effort in these areas: engineering, science and liberal arts. VMI offers 18 bachelor degrees in 14 degree-granting disciplines.
A key feature of the VMI academic program has been its insistence upon keeping class and laboratory sections small to permit full participation by individual cadets and close relationships between faculty and cadets. The faculty-to-student ratio is about 1 to 11.

All graduates are required to earn credit for four years of ROTC studies. These ROTC courses constitute only a part of the military education of VMI cadets, as a VMI education is conducted fully within the context of a military environment.

HISTORY

The Virginia Military Institute is America’s first state military college and the nation’s fourth oldest School of Technology. VMI was founded on 11 November 1839 on the site of the Lexington state arsenal, and its first cadets relieved the enlisted personnel on duty. The first Superintendent, Major Francis H. Smith, and Colonel Claudioius Crozet, President of the Board of Visitors, established a sound academic curriculum and imbued the corps with discipline and spirit. The Class of 1842 graduated 16 cadets. In 1850, the cornerstone of the new barracks was laid, and in 1851 Thomas “Stonewall” Jackson joined the faculty as Professor of Natural and Experimental Philosophy.

During the Civil War, the Institute played a valuable part in training Confederate soldiers. VMI graduates ranked among the best officers of the South, and several distinguished themselves in the Union Forces.

In the spring of 1864, Confederate General John C. Breckinridge ordered the VMI Corps of 257 cadets to New Market to support the Confederate forces in the Shenandoah Valley. On 15 May 1864, Union troops under General Franz Sigel inflicted heavy casualties on the Confederate line. As a last resort, Breckinridge committed the cadets to battle where they joined in a heroic charge on the Union lines. During the battle 10 cadets were killed and 47 wounded. Never before or since in history has an American cadet corps participated as a unit in battle.

Following the Civil War, reconstruction was slow and hard, and with much sacrifice the Institute reopened in 1866. Over 2,000 VMI men subsequently took part in World War I in the Army, Navy, and Marine Corps of the United States, as well as in the British, French and Chinese armies. Of this number, 1200 were commissioned officers, over eighty percent of which engaged in combat. Eighty-two percent of all able VMI men between the ages of 17 and 40 served in World War I. VMI casualties totaled 200, and decorations for bravery, 108.

During World War II, VMI contributed more than 4,100 men to the armed services, among them 62 officers who held general or flag rank. The years since World War II have also seen VMI alumni continuing to serve in vast numbers in Korea, Vietnam, Grenada, Panama, Operation Desert Storm, and Operation Iraqi Freedom. In Iraqi Freedom, 600 VMI alumni served or continue to serve.

The Institute’s most distinguished graduate is General George Catlett Marshall. A native of Uniontown, Pennsylvania, Marshall matriculated as a member of the VMI Class of 1901, graduating as Regimental Commander of the Corps of Cadets. His achievements after graduation include a steady rise to five-star rank of General of the Army, service as Army Chief of Staff
during World War II, Ambassador to China, Secretary of State and father of the Marshall Plan, head of the American Red Cross, and Secretary of Defense. He received the Nobel Prize for Peace in 1953 and is the only military officer to have been awarded that prize.

Another notable graduate is Jonathan M. Daniels, Class of 1961, who was murdered during the Civil Rights Struggles of the 1960s and who was named a Lesser Saint of the Episcopal Church for his sacrifice. In 1998, VMI’s Board of Visitors established the Jonathan M. Daniels ’61 Humanitarian Award, given to public figures who exemplify the “virtue of humanitarian public service and who have made significant personal sacrifices to protect or improve the life of others.” The first Daniels award was presented to former President Jimmy Carter in 2001.

In 1996, honoring a ruling by the US Supreme Court that VMI could not continue to exclude women and remain state-supported, the VMI Board of Visitors approved the admission of women to the Institute beginning in August 1997. The first women graduated in 1999.

ACCREDITATION

Virginia Military Institute is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 407-679-4501) to award Bachelor of Arts and Bachelor of Science degrees. Any inquiries to the Commission should relate only to the accreditation status of VMI and not to general admission information. The civil, electrical, and mechanical engineering programs are accredited by the Accreditation Board for Engineering and Technology (ABET). The economics and business department is accredited by the Association to Advance Collegiate Schools of Business—International (AACSB).

THE POST

VMI is located in the small college town of Lexington, Virginia, in the Shenandoah Valley between the Blue Ridge and the Allegheny mountains. Lexington, a thriving community since revolutionary war days, is the heart of one of America’s most historic areas. Civil War heroes General Robert E. Lee and General Thomas “Stonewall” Jackson are buried here.

The VMI Post is located at the northern edge of Lexington on a 134-acre plateau. Of its seventy-one buildings, twenty-two are major buildings of Tudor-Gothic architecture and 12 of these stand on the perimeter of a 12 acre parade ground. The U.S. Department of the Interior designated the historic VMI Barracks as a National Historic Landmark in 1966. In 1974 the VMI Post was designated a National Historic District. A map of the VMI Post is available at Post Map
II. ORGANIZATION AND ADMINISTRATION

VMI BOARD OF VISITORS

The governing body of the Virginia Military Institute is the Board of Visitors, appointed by the Governor of Virginia. Although the Governor is *ex officio* the Commander-in-Chief of the Institute, and no one may be declared a graduate without his signature, he delegates to the Board responsibility for developing the Institute’s policy in keeping with the statutes of Virginia. The Board appoints the Superintendent and approves appointment of members of the faculty and staff on the recommendation of the Superintendent.

Of the Board’s 17 members, one is *ex officio* (the Adjutant General of the Commonwealth); twelve of the appointed members shall be alumni of the Institute, four of whom shall be nonresidents of Virginia and eight shall be residents of Virginia; and the remaining four members shall be non-alumni Virginia residents. Members are appointed for a four-year term and may be reappointed for one additional four-year term.

VMI ORGANIZATION CHART

The VMI Organizational Chart may be found by clicking [here](#).

VMI REGULATIONS

The Virginia Military Institute’s operations are dictated by the publication entitled *VMI Regulations*, divided into five parts:

- Overarching Regulations
- Part I – Organization and General Administration
- Part II – Internal Organization, Administration and Military Instruction of the Corps of Cadets
- Part III – Cadet Regulations (The Blue Book)
- Part IV – Academic Regulations
- Part V – Athletic Regulations

The responsibilities delegated to the administrative officers of VMI are given in [Part I, VMI Regulations](#), and a listing of the personnel filling those positions appears in the annual [VMI Catalogue](#).

COMMITTEE FUNCTIONS AND RESPONSIBILITIES

The membership of all standing committees and their chairs are appointed or elected as ordered by the Superintendent and are advisory to him or his designated official. The Superintendent is *ex officio*, a member of all committees, and the Deputy Superintendent for Academics and Dean of the Faculty is *ex officio*, a member of all academic committees. Advisers and representatives are appointed by the Superintendent. Committee assignments for each academic year are published by numbered memoranda at the start of the fall semester.
VIRGINIA MILITIA AND CORPS OF CADETS

The Virginia Militia

Virginia Military Institute was established in 1839 as America’s first state-supported military college.

In 1841, the Board of Visitors adopted the uniform of the U.S. Army Corps of Engineers, with Institute buttons, as the VMI faculty uniform. VMI personnel with past military service are normally allowed to wear the uniform of their previous service component. The usual uniform of the day for faculty and staff is the US Army uniform with distinguishing Virginia Militia devices.

After John Brown’s raid on Harper’s Ferry, it was apparent that an improved militia system was essential for the State. Major General James L. Kemper, chair of the Military Affairs Committee of the Virginia House of Delegates, devoted intense study to the legislation. Under the militia bill (the Virginia Code of 1860) officers of VMI were recognized as part of the military establishment of the State, and the Governor had authority to issue commissions to them in accordance with Institute regulations.

Current law makes provision for officers of the Virginia Militia to be subject to orders of the Governor. Appointment to the Virginia Militia requires a faculty member to wear a uniform while on duty.

Commissions

Provision for commissioning faculty and staff members is contained in the Code of Virginia and Part I, VMI Regulations. The Virginia Militia has no federal status.

The correspondence between faculty rank and military rank normally follows:

Professor - Colonel
Associate Professor - Lieutenant Colonel
Assistant Professor - Major
Instructor - Captain or First or Second Lieutenant
Lecturer - As appropriate

Policy

The following constitutes the Institute policy regarding commissions in the Virginia Militia.

(A) Full-time Faculty: In the absence of a binding agreement at the date of original appointment, tenured faculty will normally be commissioned in the Virginia Militia.
(B) **Part-time Faculty:** Part-time members of the faculty may be permitted, or required, at the discretion of the Superintendent, to accept a commission in the Virginia Militia.

(C) **Resignations of Commissions:** In unusual circumstances, any officer commissioned in the Virginia Militia may be permitted to resign the commission with permission of the Superintendent and approval by the Board of Visitors.

**Military Customs and Courtesies - Wearing the Uniform**


**Insignia Worn by Virginia Militia and U.S. Service Officers**

A chart of U.S. Service Officer insignia may be found at: [http://www.defenselink.mil/specials/insignias/officers.html](http://www.defenselink.mil/specials/insignias/officers.html)

Call the VMI Protocol Officer, (540) 464-7784, if you have any questions regarding uniforms or military courtesy.

**Corps of Cadets**

The Corps of Cadets is organized for administrative purposes and for basic military instruction as an infantry unit in the form of a regiment with two battalions, each consisting of four rifle companies, and a regimental band. The Commandant of Cadets is responsible for administration of the Corps and for carrying out regulations governing appearance, discipline, and military training.

**Cadet Rank**

(A) Cadet officers and non-commissioned officers are appointed by the Superintendent upon recommendation of the Commandant of Cadets.

(B) Commissioned officers are selected from the First Class; saber-bearing non-commissioned officers and sergeants from the Second Class; and corporals from the Third Class.

(C) Selection is based upon military and academic proficiency.
FACULTY ORGANIZATIONS

The VMI Faculty Club

The VMI Faculty Club was formed in 1937 for the purpose of exchanging ideas and for promoting closer social contacts among the faculty and staff. The members of the executive committee, who are appointed for two years on a staggered basis, plan the Club’s activities. A variety of functions are held each year, including social hours and a retirement reception each spring.

The VMI Chapter of the American Association of University Professors

The VMI Chapter of the AAUP, founded in 1962, is affiliated with the Virginia Conference and the national AAUP organizations. Its purpose is to support and defend the principle of academic freedom, promote the interests of higher education and research, advance the standards, ideals, and welfare of the profession, and serve all VMI professors in an advisory capacity on matters concerning due process, academic freedom, tenure, dismissal for cause and non-reappointment. All members of the VMI faculty are eligible for full membership privileges upon payment of annual dues to the national and state organizations. Administrators are eligible for membership as are all supporters of the Association’s principles. Officers of the local chapter are elected annually by the membership and are available to all faculty for consultation without regard to a professor’s membership status. The VMI Chapter of the AAUP is the only representative of a national professional society on Post serving the needs of the entire faculty regardless of academic discipline. As such, it provides the only Post-wide forum for discussion of matters of general professional interest and status. Officers and members are available to advise faculty on issues of academic freedom, tenure, and non-reappointment standards, dismissals for cause, and post-tenure review policies.

The Virginia Conference of the AAUP maintains the Stern-Greet Fund for Justice, which offers financial help to Virginia faculty who may be involved in litigation arising from alleged violations of AAUP principles and standards. Thomas Y. Greet, whose devotion to the AAUP throughout his career culminated in a large bequest to the Virginia Conference, was a member of the VMI Department of English and Fine Arts.

CADET ORGANIZATIONS

The General Committee

The General Committee consists of the class officers of the upper three classes. It annually publishes standards to be adhered to by all cadets in barracks, in military formations, and in public. The General Committee monitors every facet of cadet life from class privileges to the appearance, discipline, and reputation of the Corps of Cadets. The administration recognizes the General Committee and class officers as official representatives of the Corps and their separate classes, and it extends to them wide authority in self-government.
The Honor Court

The heart of VMI’s student government is the honor system. The Corps as a whole has always been the guardian of its honor, and it is its most cherished possession. To administer the system, the Corps elects an Honor Court. If the Honor Code is breached and a cadet is found guilty by the Honor Court (a jury of his or her peers), there is only one penalty – dismissal from the Institute. The recommendation of the Honor Court for dismissal of a cadet for a proven breach of the Code is reviewed, approved, and executed by the Superintendent.

The Cadet Regiment

The third major agency of cadet government is the Cadet Regiment. The regiment consists of the regimental band and two battalions composed of four rifle companies each. Non-commissioned officers are Third and Second Classmen (all corporals are Third Classmen and all Sergeants are Second Classmen). Only First Classmen are appointed to the commissioned officer ranks, including the Regimental Commander (or “First Captain”) and all Battalion and Company Commanders.

A major share of the administration of the Corps of Cadets is entrusted to cadet officers and their staffs.

Cadet Clubs and Activities

There are more than 70 clubs, club sports and extracurricular activities available to cadets at VMI. Under the supervision of the Office of Cadet Life, the cadet staffs of the Regimental S6, Athletics, and S7, manage the clubs and activities which provide numerous leadership, special interest, social, and recreational opportunities for cadets.

There are two hops (dances) a year. The Ring Figure Hop held in November is an informal dance in celebration of the second class receiving their VMI rings. The Midwinter Formal held in February. Other social events include Homecoming, Barracks concerts, movies, and mixers.

Currently VMI fields 14 club sports (alpine skiing; basketball; boxing; cycling; golf; ice hockey; lacrosse; marathon; martial arts; rugby; soccer; softball; triathlon; ultimate Frisbee, and volleyball) and six competitive teams (croquet; demonstration drill; Institute Brass; paintball; pipe and drum; and power lifting) – that compete against other colleges and universities.

There are many clubs available to cadets in the areas of performing arts; religion; community service; military; and special interest such as scuba diving, dance and magic.

Each academic year clubs are either activated or suspended based on the participation level of cadets. New clubs often start up every year in response to the interests expressed by the Corps of Cadets.
SEPARATELY INCORPORATED ORGANIZATIONS AFFILIATED WITH VMI

A listing and description of separately incorporated organizations affiliated with the VMI is as follows:

VMI Alumni Agencies, Inc.

The VMI Alumni Agencies—the VMI Alumni Association, the VMI Foundation, and the VMI Keydet Club—are private, non-profit corporations with a common mission: to advance every aspect of Virginia Military Institute’s extraordinary education and strengthen the bonds within the VMI Family. While each has its own governing board and staff, under the strategic direction of the Board of Directors and the leadership of the Agencies’ Chief Executive Officer and the senior management team, they collaborate closely to serve VMI’s alumni, parents, faculty, staff, and friends and to raise, steward, and manage the private money that is necessary to ensure a brilliant future for the Institute. In their important work, all three component agencies are supported by those directly employed by the Agencies in the areas of communications and financial and personnel management.

VMI Alumni Association, Inc.

The VMI Alumni Association was initially formed as the Alumni Military Association by VMI’s first graduates on the day after their commencement, July 5, 1842. Headquartered in William L. Moody Jr 1886 Hall, it provides support for a myriad of alumni activities, to include class reunions and events in September 2018 25 conjunction with more than 85 chapters around the world. In conjunction with the Alumni Agency Communications Office, the Association publishes the quarterly VMI Alumni Review and the Register of Former Cadets. The Association provides other services, such as career placement and networking assistance, and provides support through the alumni network to the VMI Office of Admissions.

The VMI Foundation, Inc.

Since 1937, the VMI Foundation has raised, invested, and stewarded the private money necessary to, as its charter states, the “advancement, promotion, encouragement, welfare, and progress of the Virginia Military Institute and the VMI Alumni Association.” This support improves the Institute’s academic and cocurricular programs, aids the faculty and staff, and helps develop numerous capital projects as well as provides millions of dollars in financial aid to cadets. Occasionally, the VMI Foundation borrows money to fund important and pressing needs, often related to capital expenses, on Post. While the debt service on these loans is not counted as direct aid to VMI, it is an important contribution to VMI’s success.

The VMI Foundation also administers VMI Investment Holdings, LLC and handles the financial, fundraising, and operational functions of the VMI Development Board and the Jackson-Hope Fund.
The VMI Keydet Club, Inc.

Established in 1973, the VMI Keydet Club traces its ancestry back to the Educational Fund of the VMI Alumni Association and the Sportsman Club, which were founded in 1934 and 1949, respectively. The Keydet Club invests grant-in-aid resources in cadet-athletes affording each the opportunity to experience the transformative VMI education, compete in NCAA athletics, and become educated and honorable leaders. Through endowed scholarships and annual contributions to the Keydet Club Scholarship Fund and scholarship funds specific to each of VMI’s NCAA teams, the Keydet Club and its members bolster and celebrate VMI athletics and the Institute’s cadet-athletes.

The VMI Development Board, Inc.

The VMI Development Board was established in 1978 and incorporated in 1987 to handle all special endowments established to provide unrestricted aid to VMI, to include scholarships, capital projects, and intercollegiate athletics. The composition of the Board of Directors is as follows: The President of the Board of Visitors, the Superintendent of VMI, the President of the VMI Alumni Association, the President of the VMI Foundation, the President of the VMI Keydet Club, and the Executive Vice President of the VMI Foundation.

VMI Research Labs

The VMI Research Laboratories (VMIRL) is a private corporation that functions to facilitate research at the Institute. VMIRL administers grants and contracts for the faculty, sponsors travel for Cadets to research conferences, funds the Wetmore Cadet Research Fund, and funds the Hinman and Maury Research Awards.
III ACADEMIC PROGRAM MISSION AND VISION

ACADEMIC PROGRAM MISSION

The VMI Academic Program educates cadets in a rigorous academic environment that encourages life-long learning and develops citizens of character who anticipate, respond, and lead in a complex and changing world.

ACADEMIC PROGRAM VISION

The VMI Academic Program offers cadets a rigorous curriculum with the purpose of producing educated and internationally engaged citizens of character.

Its components are a broad four-year core curriculum and nationally recognized majors in engineering, science, and humanities.

It recruits, develops, and graduates cadets of exceptional talent, intellectual curiosity, and character, who possess a commitment to service and respect for others.

Its faculty is renowned for its teaching excellence, mentorship of students, scholarly engagement, commitment to service, and encouragement of undergraduate research.

Its environment includes state-of-the-art facilities, equipment, technologies, and instructional materials, first-class programs of academic support, and an organizational climate characterized by collegiality, cooperation, and respect.
IV. ACADEMIC PROGRAM ORGANIZATION AND GOVERNANCE

ACADEMIC ADMINISTRATION

Deputy Superintendent for Academics and Dean of Faculty

The Dean of Faculty, who is also the Deputy Superintendent for Academics, is the chief academic officer of the Institute. He is responsible for the coordination and implementation of academic programs and policy as determined by the Superintendent and the Board of Visitors.

Registrar

The Registrar's Office is responsible for support of the academic programs and policies of the Institute including certification and support of academic degree requirement completion; academic records and registration; master course schedule; grade tracking; tracking of academic standing, honors, deficiencies, minors, and majors; enrollment and readmission tracking; system development; and ad hoc reporting and statistics.

Office of Assessment and Institutional Research

The Office of Assessment and Institutional Research is responsible for assisting institutional units in the design, implementation, and analysis of assessment activities; compiling institutional data and preparing reports mandated by government agencies or requested by VMI offices; and supporting ongoing institute-level research, assessment, strategic planning, quality improvement and accreditation initiatives.

ACADEMIC DEPARTMENTS AND DEGREES

Engineering

- Civil & Environmental Engineering B.S in Civil Engineering
- Electrical & Computer Engineering B.S. in Electrical Engineering
- Mechanical Engineering B.S. in Mechanical Engineering

Arts & Humanities

- English, Rhetoric & Humanistic Studies B.A. in English
- History B.A. in History
- Modern Languages & Cultures B.A. in Modern Languages & Cultures
Mathematics & Natural Sciences

- Applied Mathematics
- Biology
- Chemistry
- Computer Science
- Physics & Astronomy

B.S. in Applied Mathematics
B.A and B.S in Biology
B.A and B.S in Chemistry
B.S. in Computer Science
B.A. and B.S. in Physics

Social Sciences

- Economics & Business
- International Studies & Political Science
- Psychology and Philosophy
- Physical Education
- ROTC-Army
- ROTC-Air Force
- ROTC-Navy/Marines

B.A. in Economics & Business
B.A. in International Studies
B.A. and B.S. in Psychology

MINORS AND CONCENTRATIONS

Cadets may declare a minor and/or concentration in certain academic areas. Minors and concentrations are available in the following:

Aerospace Engineering
Astronomy
Biochemistry & Molecular Biology
Business
Chemistry
Computer Engineering
Computer Science
Ecology, Conservation & Organismal Sciences
Economics
English
Exercise Science
Financial Management
Fine Arts
History
Information Technology & Design
International Studies
Leadership Studies
Mathematics
Military History
Modern Languages
National Security
Nuclear Energy
Nuclear Engineering
Philosophy
Physics
Psychology
Writing
GENERAL EDUCATION – THE CORE CURRICULUM

Core Curriculum

The Core Curriculum develops foundational knowledge and skills that are essential to VMI’s academic and military missions. Designed thematically as “The Nucleus of Effective Citizenship and Leadership,” VMI’s Core requirements are organized into four components.

I. Key Competencies
   a. Written Communication (EN 101-102)* 6 hours
   b. Oral Communications (SE 300) 1 hour
   c. Scientific Analysis (approved BI, CH, or PY sequence) 8 hours
   d. Mathematical Reasoning (approved MA sequence) 6 hours
   e. Physical Education (seven semesters) 4 hours

II. Foundations of Citizenship and Leadership
   a. Reserve Officers Training Corps (ROTC) 8 hours
   b. Leadership in Organizations (PS 344) 3 hours
   c. Institute Seminar†

III. Perspectives on Civilization and Human Achievement
   a. World History (HI 103-104) 6 hours
   b. Civilizations and Cultures (two approved electives)± 6 hours

IV. Integrative Experiences
   a. Writing-Intensive Coursesº variable
   b. Capstone Experience variable

*Must be passed with a grade of “C” or better
†Effective with the Class of 2013
±One of these courses may be replaced by a credit-bearing, Institute-approved Study Abroad experience
ºAt least one of these courses must be in the major

SPECIAL ACADEMIC PROGRAMS

VMI offers a number of exciting special programs that enhance the primary academic experiences provided in our majors and minors, demonstrating the Institute’s full commitment to educating the whole cadet.

Institute Honors Program

The Institute Honors Program was developed to enrich the academic experience of VMI’s outstanding cadets through activities that encourage an affinity for intellectual inquiry and develop the capacity for sophisticated engagement of issues and problems, whether ethical, civic, or
professional. In all of its elements, the program stresses peer leadership, strong oral and written communication skills, and the highest standards of academic integrity and excellence. The Institute Honors Program recognizes a broader range of achievement than honors earned in a particular major. Attainment of Institute Honors is viewed as the highest academic achievement at VMI. The program is open by application to any cadet with a 3.5 or higher GPA. For further information about the program, see the Associate Dean for Academic Affairs, 210 Smith Hall.

**Institute Scholars Program**

The purpose of the Institute Scholars Program is to attract academically talented students who are leaders in their high schools. Candidates must demonstrate a well-balanced high school background, to include athletics and leadership roles. Financial need is not a criterion for selection.

Scholars are expected to maintain high academic and personal standards while striving to attain leadership positions in the Corps of Cadets. Scholarships are renewable each year for four years, subject to satisfactory performance by the cadet and annual review by the selection committee. Institute Scholars are automatically admitted to the Institute Honors Program.

**Undergraduate Research**

The VMI Center for Undergraduate Research (VCUR) aims to promote the educational development resulting from the close association of faculty mentors and intellectually curious undergraduates pursuing well-conceived research as a distinctive element of the VMI academic program. VMI believes that profoundly meaningful undergraduate academic research experiences result from this kind of one-on-one interaction with faculty mentors both inside and outside the traditional classroom environment. Opportunities for cadets and their mentors to participate in undergraduate research are offered through such venues as the Summer Undergraduate Research Institute, a spring Undergraduate Research Symposium, independent research courses throughout the academic year, department sponsored capstone courses, Institute and Department Honors Thesis research, publishing in the undergraduate research journal, *New Horizons*, and presenting research findings at regional, national and international meetings. VCUR has financial resources to support cadet and faculty summer stipends, research supply monies, and cadet travel funds to attend meetings and other venues.

**International Programs**

The VMI Office of International Programs is responsible for all aspects of international education, including international military exchange programs, study abroad, international student services, and immigration advising for faculty. International education programs offered to VMI cadets fall into a number of categories: international military academy exchanges, semester study abroad, summer study abroad, international internships, and educational travel tours. Services provided to international cadets and faculty members include advising on all aspects of U.S. government regulations pertaining to international students and scholars.

**Institute Writing Program**

The Institute Writing Program seeks to equip cadets for both academic success and participation
in the full range of rhetorical occasions they will encounter in their lives as citizens and professionals. The program links three important components of the VMI curriculum: the sequence in first-year composition (EN 101 and 102), the Writing Across the Curriculum initiative, and an interdisciplinary minor in writing. Cadets’ study in the writing curriculum is enhanced by professional tutors in the VMI Writing Center. The program sponsors annual writing contests for cadets, local workshops and a nationally regarded symposium for professors of rhetoric and composition, and several presentations on Post each year with writers in all genres.

Service Learning Program

The VMI experience emphasizes the value of service by preparing cadets to become citizen soldiers who will serve their country and communities. To that end, VMI’s Community Outreach and Renewal Experience — the CORE initiative — offers opportunities to learn about service at the local, national, and international levels. Classroom experiences and hands-on participation in community projects give cadets an awareness of the importance of service in the lives of citizen-soldiers. The VMI Service Committee functions to identify, coordinate, and promote cadet participation in clubs and programs focused on service.

Post Graduate Scholarships

The Institute regularly nominates and assists in preparing candidates for such prestigious prizes as the Rhodes, Marshall, Gates, Fulbright, Goldwater, and Truman Scholarships. Awards are available to support graduate work (and in some instances undergraduate study) in nearly every field of endeavor.

Additionally, post graduate scholarships are available through the Alfred Dickinson Barksdale ’11 Law Scholarship, the James C. Wheat Sr. Memorial Scholarship, and the John E. Woodward Graduate Scholarship, and William T. Wells, Sr., and William T. Wells, Jr., Graduate Scholarship funds. These funds are used to support graduate and professional education. Applications are reviewed and scholarship recommendations developed by the Institute Scholarship Selection Committee.

Internship Program

VMI works actively to assist cadets in any major who seek internship experiences that will allow them to test career interests and demonstrate their abilities to prospective employers. Through internships, cadets can gain career-related experience, develop and refine skill sets, learn more about various career fields, make appropriate changes in career goals, and enhance their viability as candidates for full-time employment. Internships are available in all geographic areas of the United States and internationally as well. Some are eligible for academic credit, and many of them include stipends for work completed.

Information about credit-bearing internships is available from the head of the department in which the internship is offered. For non-credit internship opportunities, contact the Office of Career Services.
Summer Session

The VMI Summer Session, which offers many of the courses taught during the academic year, is designed to enable VMI cadets to earn credit for subjects in which they stand deficient or to receive credit for courses in advance of their class; to afford cadets the opportunity to transfer from one curriculum to another; to allow candidates for admission to VMI to take college-level courses for credit and be granted credit for each course in which a grade of at least “C” is earned; to allow students from other colleges to earn transfer credits; and to provide qualified adults and others not regularly enrolled as college students an opportunity to take college courses. VMI cadets, graduates of accredited secondary schools, and students in good standing at other colleges may enroll in either or both terms of the Summer Session. High school students who have been promoted to the twelfth grade and have the written approval of their high school principals are eligible to attend the VMI Summer Session.

Summer Transition Program

The VMI Summer Transition Program (STP) is designed to improve the academic and physical fitness of incoming cadets. All who have committed to matriculate at VMI in August are invited to the STP but attendance is voluntary. All students participate in daily physical training and take one course in English, history, mathematics, or chemistry.

ACADEMIC SUPPORT

Miller Academic Center

The Miller Academic Center helps students at all levels develop skills and strategies that will enable them to become independent and active learners and to achieve academic success. Programs and services reflect a holistic approach that emphasizes the development and interdependence of self-management, learning, and motivational skills in the context of the VMI culture. Topics include concentration, time/stress management, goal setting, memorization, note-taking, textbook reading, test preparation and test-taking. Assistance is provided through individual conferences, group programs, and class presentations. The network of programs and services are facilitated through collaboration with cadets and faculty members.

Mathematics Education and Resource Center (MERC)

The primary goals of the MERC are to formulate a comprehensive picture of the mathematical lives of cadets, and then provide the support necessary to reinforce that picture. In this, MERC staff assesses what mathematical skills and experiences a VMI cadet has prior to admission. The MERC staff then strives to understand what expectations military, community, and private businesses have with regards to the mathematical skills and mathematical reasoning of a graduating cadet. Finally, in this knowledge of where a cadet starts and where they will go next, the MERC staff provides every possible means to support that cadet’s exciting journey through VMI.

The primary resource for service of the cadet corps’ mathematical needs is the Open Mathematics Lab (OML). Its initial design allows cadets to freely seek and find as much help as needed for any
of VMI’s mathematics core curriculum courses and pre-calculus, differential equations, matrix algebra, and multi-variable calculus courses. The model for the lab is one wherein tutors are prepared to help cadets in an open and shared setting, where no appointments are necessary. OML tutors are trained, knowledgeable, and current on the specific techniques and problems taught by VMI mathematics teaching faculty. The OML is meant to complement and support, but not replace, course activities within the VMI mathematics curriculum.

The Writing Center

The VMI Writing Center helps cadets with a full range of activities to improve their writing, at any level and in any discipline. Professional tutors work with cadets in one-on-one conferences on every aspect of the writing process, from planning a paper to finishing the final draft. Tutors are available by appointment or on a walk-in basis.

Center for Cadet Counseling

The Center for Cadet Counseling (CCC) is staffed by experienced, licensed mental health professionals who, as part of the larger Institute community, are dedicated to the personal, social, and academic development of all VMI cadets. The CCC maintains full accreditation by the International Association of Counseling Services (IACS) and adheres to the highest standards of ethical conduct as outlined by the American Psychological Association (APA), the American Counseling Association (ACA), the internal governing policies of Virginia Military Institute, and the laws of the Commonwealth of Virginia.

The center provides short-term counseling to address personal concerns that may impede current and future learning and personal development. Counselors may also provide crisis intervention services to prevent, resolve, and/or minimize the effects of crises on cadets and the Institute community. The center provides speakers and facilitators for psycho-educational, wellness-focused programs, including training for cadet groups, guest lecturers in classes, special interest speakers at events, and facilitators for group discussions. Counselors are available to consult with VMI employees, cadets, and family members who are concerned about cadets. Although all counseling information is confidential, counselors can offer general recommendations on assisting cadets who are having difficulties.

Office of Disabilities Services

The Office of Disabilities Services (ODS) is committed to meeting the ethical and legal responsibilities to ensure equitable educational access for cadets with documented disabilities. Accommodations are provided for eligible cadets in accordance with educational documentation, legal precedent, and parent and faculty consultations. ODS also serves as a resource to the VMI community by promoting awareness and understanding of disability issues in higher education.

Academic Advising

At the Virginia Military Institute academic advising is a four-year developmental process in which the adviser guides the cadets through the exploration and clarification of their academic, career and life goals; the development of skills and strategies that will contribute to academic success; and the mastery of a balanced engagement in co-curricular and academic activities.
Upon entry into VMI, each cadet is assigned an academic adviser who, unless the cadet subsequently changes academic major or the adviser is reassigned for any reason, will work with the cadet until graduation. During the first-year there is extensive contact between the adviser and cadet in order to facilitate the cadet’s transition into the VMI culture, assist the cadet in mastering the academic policies and regulations, and assist the cadet in coordinating the demands of a multi-faceted academic and co-curricular experience. As cadets advance through their cadetship, they are expected to assume increased responsibility for complying with academic standards and regulations, initiating the use of support services, and making good decisions about the integration of the academic and co-curricular activities.

The academic advising program is a pivotal element of the broader program of academic support services provided by the Virginia Military Institute and a major force in ensuring a successful progression through the VMI program. Cadets are encouraged to take full advantage of the Institute’s commitment to the academic advising process. The academic advising program is based in the Miller Academic Center. In addition, the Institute sponsors an Athletic Advising Program to help scholar-athletes keep their focus on academics.

1. Faculty Advisors

The faculty advisor assists the cadet in the exploration and clarification of academic, career and life goals. The advisor mentors the cadet and helps him or her develop a plan to accomplish objectives in each area. The advisor supports and challenges the cadet in an effort to increase confidence and self-sufficiency over the four year process, making clear to the cadet that she or he has the primary responsibility for managing his or her education.

In order to mentor, support and challenge advisees, the advisor will:

- Monitor cadet academic progress via face-to-face and electronic interaction;
- Mentor cadet by providing accurate and timely information in a professional and friendly manner;
- Review the Program Evaluation, periodically and in response to cadet inquiry;
- Refer cadets to VMI support services, as needed;
- Maintain regular office hours;
- Attend relevant advisor development opportunities;
- Remain current on standards and regulations which impact cadet;
- Encourage cadets to take responsibility for accomplishing all goals by requiring increasing levels of pre-advising cadet preparation and self-monitoring over the course of the cadetship;
- Make a reasonable attempt to follow-up with absentee cadets.

2. Cadet Responsibilities in Advising

The cadet seeks assistance from the faculty advisor and other VMI personnel to explore and clarify academic, career and life goals. The cadet develops a plan to accomplish objectives in each area. The cadet takes advantage of learning opportunities on and off
Post. The cadet becomes increasingly self-sufficient over the four year process by satisfying year-specific responsibilities. The cadet remembers that faculty advisors will endeavor to provide all reasonable assistance for their education, but that degree completion and program monitoring are the cadet’s primary responsibility.

**Information Technology**

The mission of Information Technology is to help plan, implement, serve, and support the technology needs of the Institute and facilitate creativity in teaching, learning, and communication for cadets, faculty, administration, and staff. In addition to services for cadets, including maintenance of four computer labs across Post and an on-site Barracks Helpdesk, IT provides the faculty and staff with Help Desk support, hardware / software recommendations and installations, troubleshooting, course management, Web content management, and training classes. IT is responsible for the Local Area Network, and can provide access upon request.

**Preston Library**

The mission of Preston Library is to provide library materials and services of the highest quality; to teach skills needed for academic inquiry and lifelong learning; to support faculty and undergraduate research; to provide access to and promote the use of Institute historical materials; to support the creation and use of multimedia by cadets and faculty; and to offer library services to the community at large.

Preston Library’s collections include over 290,000 volumes of print materials, over 5,000 non-print items, and more than 500 scientific, literary, and general interest periodicals. In addition, the library provides access to more than 100 full-text and citation databases and over 25,000 full-text electronic journals, many purchased through VIVA (the Virtual Library of Virginia). Preston Library is a selective depository of U.S. government publications, with current holdings of about 200,000 federal and state documents.

**Office of Career Services**

The Office of Career Services provides a wide array of career planning, experiential education, employment, and graduate/professional education services for cadets. Career planning services include career exploration and decision making, career information resources, vocational interest assessment, and career related programs. Experiential education services include internships, externships, and job shadowing experiences. Employment services include job search skills, employer information and recruitment programs and both part-time and work study employment opportunities. Graduate and professional school services include admissions testing information, specific program information. The Office of Career Services is located in Carroll Hall.

**FACULTY MEETINGS**

Two general faculty meetings are scheduled annually. One meeting is held early in the academic session, and the other immediately after the return of the Corps of Cadets following the winter furlough. General affairs of the Institute are discussed at the meetings and reports are rendered by various department heads as appropriate. The semi-annual information sessions are conducted by
the Deputy Superintendent for Academics and Dean of the Faculty. Special meetings of the Faculty may be called by the Superintendent or the Deputy Superintendent for Academics and Dean of the Faculty.

The departmental faculty meeting is the primary means used at VMI for faculty participation in the governance of the Institute and for the dissemination and exchange of information. Departmental faculty meetings allow frank discussion of policies and procedures and permit faculty members to make recommendations which must be carried to the Academic Board by department heads.

Departmental meetings must be held at least on a monthly basis to discuss the agenda for Academic Board meetings and actions taken at the most recent Board meeting. A meeting will be held in September, October, November and December during the first semester and a meeting will be held in February, March, April and May during the second semester. Department heads should annually appoint a faculty member to keep minutes of departmental meetings. The minutes must be kept and attendance taken; the record will be filed for later reference by faculty members, faculty returning from leave, or new faculty members.

ACADEMIC BOARD

The Academic Board is appointed by the Superintendent and is charged with the responsibility of formulating and recommending academic policy and enforcing approved academic policy. The Board consists of the Deputy Superintendent for Academics and Dean of the Faculty, who serves as chair, the heads of academic departments, and such other members of the faculty and staff as may be designated by the Superintendent. Any member of the academic or administrative staff not a member may be asked by the Superintendent or the Deputy Superintendent for Academics and Dean of the Faculty to provide information for the Board’s use. All meetings of the Board are public unless they are declared executive sessions, and faculty, staff members, and cadets are invited to attend.

The Academic Board, in addition to meeting regularly as a whole, is divided for administrative purposes into the following standing committees: Academic Policy, Curriculum and Instruction, Committee on Academic Appeals, and Academic Planning and Review. Ad hoc committees are appointed as necessary.

Duties and procedures of the Board are prescribed in *VMI Regulations, Part I, Chapter 3.*
V. RESPONSIBILITIES OF FACULTY MEMBERS

INTRODUCTION

I. The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him or her. His or her primary responsibility to his or her subject is to seek and to state the truth as he or she sees it. To this end he or she devotes his or her energies to developing and improving his or her scholarly competence. He or she accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He or she practices intellectual honesty. Although he or she may follow subsidiary interests, these interests must never seriously hamper or compromise his or her freedom of inquiry.

II. As a teacher, the professor encourages the free pursuit of learning in his or her students. He or she holds before them the best scholarly standards of his or her discipline. He or she demonstrates respect for the student as an individual, and adheres to his or her proper role as intellectual guide and counselor. He or she makes every reasonable effort to foster honest academic conduct and to assure that his or her evaluation of students reflects their true merit. He or she respects the confidential nature of the relationship between professor and student. He or she avoids any exploitation of students for his or her private advantage and acknowledges significant assistance from them. He or she protects their academic freedom.

III. As a colleague, the professor has obligations that derive from common membership in the community of scholars. He or she respects and defends the free inquiry of his or her associates. In the exchange of criticism and ideas he or she shows due respect for the opinions of others. He or she acknowledges his or her academic debts and strives to be objective in his or her professional judgment of colleagues. He or she accepts his or her share of faculty responsibilities for the governance of his or her institution.

IV. As a member of his or her institution, the professor seeks above all to be an effective teacher and scholar. Although he or she observes the stated regulations of the institution, provided they do not contravene academic freedom, he or she maintains his or her right to criticize and seek revision. He or she determines the amount and character of the work he or she does outside his or her institution with due regard to his or her paramount responsibilities within it. When considering the interruption or termination of his or her service, he or she recognizes the effect of his or her decision upon the program of the institution and gives due notice of his or her intentions.
V. As a member of his or her community, the professor has the rights and obligations of any citizen. He or she measures the urgency of these obligations in the light of his or her responsibilities to his or her subject, to his or her students, to his or her profession, and to his or her institution. When he or she speaks or acts as a private person he or she avoids creating the impression that he or she speaks or acts for his or her college or university.**

As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

DEFINITIONS

A full-time faculty member at VMI is one whose (i) employment is based upon an official contract, appointment, or agreement with the school; (ii) major assignments are in teaching and research.

A part-time or adjunct faculty member at VMI is one whose (i) employment is based upon an official contract, appointment, or agreement with the school and (ii) teaching responsibilities may be varied, but who does not have additional research or service responsibilities, unless otherwise stipulated in the contract, appointment, or agreement with the school.

A faculty member at VMI (full-time, or part-time/adjunct) may not have primary administrative responsibilities at VMI. For ceremonial occasions, an administrator who has served as a full-time faculty member may choose to participate in the ceremony either as a faculty member or as an administrator.

In that they represent the VMI faculty, the Deputy Superintendent for Academics and Dean of the Faculty and the Associate Dean for Academics are both considered members of the faculty. If they do teach courses or act as cadet academic advisors, they shall conduct themselves consistently with the relevant portions of: “Responsibilities of Faculty Members,” “Statement on Faculty Expectations,” and the section headed “Other Faculty Responsibilities” [Faculty Handbook, pp. 23-25, 30-35.] Performance evaluations, however, will be as described for their administrative positions.

Even though they carry faculty rank, the Dean and Associate Dean will not participate as tenured members of the faculty in any department level deliberations.

STATEMENT ON FACULTY EXPECTATIONS

The quality of the Institute's academic program rests largely on our ability to attract, develop, and retain a faculty of the highest caliber. VMI seeks to cultivate an intellectually vibrant, cohesive, and giving faculty that is committed to delivering a challenging undergraduate experience designed to develop cadets' abilities to anticipate, respond, and lead in a complex and changing world.

**Members of the Virginia Militia should avoid wearing a uniform when attending public forums or public debates. As a courtesy, the Office of Communications and Marketing Office should be informed of media interviews on Institute grounds.
We value faculty who are interested not only in promoting mastery of a subject but also in nurturing in cadets a love of learning itself, and who actively seek opportunities to extend the boundaries of “teaching” beyond the formal classroom setting and into the realm of mentorship. We expect faculty to engage their disciplines in vital ways and to apply that engagement through innovative teaching and scholarly activity, including research conducted with cadets. We expect faculty to model good professional citizenship through service; through collegiality, cooperation, and respect for their colleagues; and through upholding the standards of the special military framework within which the VMI academic program exists. We expect faculty to participate in the full range of cadet development, providing experiences that enable cadets to synthesize, comprehend, and begin to make use of the array of experiences they accumulate in their four years at this special college.

In sum, faculty at VMI are recruited, developed, and rewarded on the basis of their performance (or potential performance) in four primary domains that express the core values of the Institute’s academic program: teaching, scholarly engagement, professional citizenship, and cadet development. Encouraging superior performance in these four areas strengthens the faculty and bolsters the overall quality and reputation of the academic program our cadets experience.

For full-time faculty, these domains are monitored and developed through four institutional systems: 1) the tenure and promotion process; 2) a faculty development program; 3) post-tenure review; and 4) the merit pay process. Adjunct faculty are encouraged to observe the requirements of the four domains, although expectations and evaluations of their work will be scaled appropriately, according to their contractual responsibilities.

Standards for Evaluation:

This section describes generic institutional thresholds of excellence in the four domains. In turn, individual departments will detail specific requirements in consultation with the Dean of the Faculty. To enable adequate planning and balance in faculty workload, department heads may recommend cycles of up to two years for considering comprehensive achievement in these areas.

It is worth stating directly that the Dean does not intend, and will discourage, any attempt by departments to render these requirements as mere "checklists" of activities to be completed in order to achieve a certain rating or evaluation. The goal of this section--indeed, the purpose of the entire document--is to describe the essential types of work that the Institute seeks to encourage and reward in its faculty.

1. **Teaching**: Teaching is the primary function of faculty at VMI. Teaching means not only providing opportunities for cadets to learn, but also enabling their intellectual, moral, and ethical development through instruction, guidance, and mentorship.

   The quality of teaching should be measured by a variety of means, including, in any combination: student evaluations; class observations; peer evaluations; self-evaluations; portfolios of materials for new or existing courses; supervision of undergraduate research; and other measures agreed upon by individual departments in consultation with the Dean of the Faculty.

   A. **Assistant Professor**. The assistant professor presents evidence of enthusiasm for
developing teaching ability through adherence to departmental goals, standards for courses, and criteria for evaluation; careful preparation of course materials, including the utilization of appropriate technology; development of a reasonable range of courses; and participation in relevant workshops. The assistant professor acts appropriately to address suggestions for improving teaching.

B. **Associate Professor.** In addition to continuing to fulfill the basic expectations of the assistant professor, the associate professor contributes substantively to curriculum and program development, either within or outside the department at VMI, and applies research and/or consulting to teaching, particularly in advanced courses.

C. **Professor.** In addition to continuing to fulfill the basic expectations of the associate professor, the professor mentors assistant and associate professors on topics of teaching excellence.

2. **Scholarly Engagement:** Scholarly engagement informs excellent teaching and enhances both the quality and the reputation of the academic program.

Engagement may be measured by a variety of means, including, in any combination: published articles or books; presentations at local, regional, national, and international conferences; consulting; research conducted with undergraduates; and other measures agreed upon by individual departments in consultation with the Dean of the Faculty.

A. **Assistant Professor.** The assistant professor presents evidence of scholarly engagement through pursuing and sharing the results of scholarly inquiry in his or her field(s). The assistant professor participates in local, regional, national, or international conferences in his or her field(s).

B. **Associate Professor.** The associate professor presents evidence of scholarly engagement through a more consistent pattern of scholarly activities in a field or fields than is expected of the assistant professor, possibly including the scholarship of teaching.

C. **Professor.** The professor presents evidence of scholarly or professional stature and distinguished contributions within a field or fields of expertise, possibly including the scholarship of teaching.

3. **Professional Citizenship:** Faculty are expected to contribute meaningfully to the development of the Institute's programs and operations, to interact with all members of the VMI community in ways that are professionally productive, and to support the special military framework within which our academic program exists.

Professional citizenship may be measured by a variety of means, including, in any combination: quality of service on committees; evidence of success in chairing or initiating projects; evidence of success in organizing academic and co-curricular activities for cadets or faculty; quality of service within professional organizations or professionally relevant community activities; attention to military protocols; or other measures agreed upon by
individual departments in consultation with the Dean of the Faculty. Personal community service—that is, service not directly related to a faculty member's area(s) of professional expertise—is encouraged, and may enhance review of performance in the domain of professional citizenship, but will not substitute for activity in the recognized areas of professional service.

A. **Assistant Professor.** The assistant professor demonstrates an ability to work on tasks productively and presents evidence of service, especially activities at the department level.

B. **Associate Professor.** The associate professor demonstrates an ability to work on tasks productively and presents evidence of service and leadership, including activities at both the department and Institute levels.

C. **Professor.** The professor demonstrates an ability to work on tasks productively and presents evidence of service, leadership, and initiative in program or project development, including activities at both the department and Institute levels. The professor mentors junior faculty in matters of professional development.

4. **Cadet Development:** Faculty participation in the development of the whole cadet is essential to fulfilling the Institute's mission to produce educated and honorable citizens of character for service to the nation. Faculty actively seek opportunities to mentor cadets in their intellectual growth and to participate in activities that encourage and develop qualities of citizenship and character. Faculty may also find appropriate ways to participate in cadets' physical and military development.

Contributions to cadet development may be measured by a variety of different means, including, in any combination: advising; work with cadet organizations; professional mentorship, including contributions to cadet leadership and character development; or other measures agreed upon by individual departments in consultation with the Dean of the Faculty.

A. **Assistant Professor.** The assistant professor demonstrates a commitment to cadet development through evidence of attentive academic advising and involvement in activities especially at the department level.

B. **Associate Professor.** The associate professor demonstrates excellence in cadet development through evidence of attentive academic advising and involvement in activities at both the department and Institute levels.

C. **Professor.** The professor demonstrates excellence in cadet development through evidence of attentive academic advising and initiative in creating programs or opportunities to promote cadet development at both the department and Institute levels.

**FACULTY DEVELOPMENT**

The quality of the Institute's academic program rests largely on our ability to attract, develop, and
retain a faculty of the highest caliber. VMI seeks to cultivate an intellectually vibrant, cohesive, and giving faculty that is committed to delivering a challenging undergraduate experience designed to develop cadets' abilities to anticipate, respond, and lead in a complex and changing world.

To this end, the Dean of the Faculty sponsors an array of developmental opportunities—financial as well as practical support—to enable faculty to prosper as members of our educational community. Each year, as a regular part of the annual review process, faculty are encouraged to plan faculty development goals and needs with their department head.

**Funds for Professional Development**

Competitive grant programs to support travel, curriculum development, research, and participation in summer programs, as well as support work toward a graduate degree, are available to teaching and research faculty as well as administrative faculty.

Detailed descriptions of these programs, including application procedures, are published annually by the Office of the Deputy Superintendent for Academics and Dean of the Faculty. An overview of the programs is available at: [http://www.vmi.edu/academics/dean-of-the-faculty/jackson-hope-fund/initiatives/faculty-development/](http://www.vmi.edu/academics/dean-of-the-faculty/jackson-hope-fund/initiatives/faculty-development/).

**Faculty Development Leave Programs**

VMI has five Faculty Development Leave Programs to support work on scholarly or pedagogical projects: The Wachtmeister Faculty Development Leave, the Faculty Awards Sabbatical Leave, the Ayres Faculty Development Leave, the Jackson-Hope Faculty Development Leave, and the Dean’s Faculty Development Leave. Approximately six leaves are available each academic year.

All full-time faculty members who have been at VMI for three years, to include tenured, non-tenure-track and tenure-track, are eligible to apply for leave. All proposals must be endorsed by the department head and must be consistent with faculty development goals established through the annual evaluation process. (This paragraph was approved by the Academic Board in November of 2009.)

The Faculty Development Committee reviews all applications and makes appropriate recommendations to the Superintendent through the Deputy Superintendent for Academics and Dean of the Faculty. Each leave recipient receives full academic pay during a leave of one semester or half-pay during a leave of one academic year. Details of the leave program are published annually.

**Institute Professorships and Chairs Program**

The Institute Professorships and Chairs program recognizes excellence among the existing faculty and serves to attract superior new faculty on a permanent or term basis.
Institute Professorships

An Institute Professorship may be awarded to a) distinguished current member of the faculty who received the professorship as an enhancement to his or her current contract; b) a distinguished external candidate who receives the professorship as an enhancement to the contract for appointment to the regular faculty; c) a distinguished external candidate who is hired for a five-year term with the funds from the professorship (and other sources, as required); or d) a distinguished senior member of the current faculty who accepts the professorship for a single five-year term as a transition to retirement.

Institute Professors are selected through a scheduled review process conducted by the Professorships and Chairs Selection Committee, which recommends appointments by the Superintendent through the Deputy Superintendent for Academics and Dean of the Faculty.

Current Institute Professorships

Benjamin H. Hardaway, Jr. ’13 Institute Professorship in Engineering
Charles S. Luck, Jr. ’20 Institute Professorship in Engineering
Benjamin H. Powell, Jr. ’36 Institute Professorship in Engineering
Jamison-Payne III ’58 Institute Professorship in Electrical Engineering
Henry King Burgwyn, Jr., Boy Colonel of the Confederacy Chair in Military History
General Edwin Cox ’20 Institute Professorship in History and Economics
John W. and Jane M. Roberts Institute Professorship in Free Enterprise Economics
John W. and Jane M. Roberts Institute Professorship in Free Enterprise Business
Navas-Read Institute Professorship in English Literature
John C. Allen ’62 Institute Professorship in Chemistry
Cameron Professorship in Physics and Astronomy
Beverly M. Read 1941 Institute Professorship in Arts and Sciences

Endowed Chairs

Endowed Chairs are fully funded positions. Available Endowed Chairs are advertised nationally and are filled through a regular search process conducted by the department in which the chair will reside. Internal candidates are eligible to apply.

The departmental search committee submits the candidate’s credentials for review by the Professorships and Chairs Selection Committee and, if tenure is to accompany the appointment, the Institute Tenure and Promotion Committee. One or both committees recommend appointment by the Superintendent through the Deputy Superintendent for Academics and Dean of the Faculty.

Current Endowed Chairs

John Biggs ’30 Cincinnati Chair in Military History
George J. Collins, Sr. Chair in Military History
Visiting Scholars Chairs

Visiting Scholars Chairs may be awarded to distinguished external candidates for appointment to the faculty for one semester or one or more academic years, depending on the endowment and compelling needs of the Academic Program. Awards typically cover the chairholder’s salary and furnished quarters.

Visiting Scholars Chairs are awarded through a scheduled review process conducted by the Professorships and Chairs Selection Committee, which recommends appointments by the Superintendent through the Deputy Superintendent for Academics and Dean of the Faculty.

Current Visiting Scholars Chairs

Wachtmeister Chair in Science and Engineering
Thomas Bahnsen and Anne Bassett Stanley Professorship in Ethics and Integrity
Floyd D. Gottwald ’43 Visiting Professorship in Leadership and Ethics
Economics-Mary Moody Northen Chair in Arts and/or Social Sciences
Eugenio Lopez Chair for Asian Studies
Edwin P. Conquest ’14 Chair in the Humanities
Phillips 1954 Visiting Chair in Rhetoric and Composition

Awards Program

To recognize excellence in teaching and service, the VMI Foundation sponsors an endowed annual Awards Program. Each award consists of a certificate and a monetary gift, presented to the recipients in a ceremony near the end of each academic year. The Distinguished Teaching Award may be awarded to any faculty member who has been granted tenure or whose appointment does not preclude tenure, or any part-time faculty member who is employed full-time at VMI. The Thomas Jefferson Teaching Award recognizes a younger member of the VMI faculty who possesses those qualities that inspire in college student’s development of certain positive traits of intellect and character. Finally, the Distinguished Service Award recognizes members of the VMI community who provide outstanding service to the Institute, other than teaching. All persons employed by VMI or any one of its auxiliaries, except the VMI Foundation and other alumni agencies, are eligible for this award.

In addition, the VMI Research Laboratories, Inc., each year sponsors the Matthew Fontaine Maury Research Award, which celebrates excellence in scholarly engagement by acknowledging the “the performance or promotion of research by a member of the VMI faculty.” The VMIRL also provides funding for the Wilbur S. Hinman, Jr., ’26 Research Award, which recognizes a cadet and his or her faculty mentor for superior achievement in undergraduate research.
OTHER SPECIFIC FACULTY RESPONSIBILITIES

Responsibilities Within the VMI Community

In addition to this general statement of responsibilities which apply to a faculty member at any institution of higher education, a faculty or staff member assumes additional responsibilities when joining the VMI community. Examples of specific responsibilities which VMI has traditionally considered important for faculty and staff members are listed below. Two of these additional responsibilities long associated with the VMI tradition should be given special attention: (1) the enforcement of Institute regulations, and (2) the serving as a role-model for cadets with respect to military bearing, grooming, and deportment. The nature and purpose of VMI requires all employees to present a neat well-groomed appearance when on duty and especially when associating with cadets.

Regularity and Promptness

A faculty member is expected to meet his or her classes regularly and promptly at the times and places scheduled. If prevented by illness or an emergency from meeting his or her class, the faculty member should immediately inform the department head.

Office Hours

Faculty members are expected to make themselves available for consultation with students. The faculty member will set regular office hours, post a schedule on his or her office door, and grant appointments to cadets who cannot see him or her during his or her regular office hours.

Reading and Returning of Student Papers

Cadet papers and tests should be graded and returned as soon as possible. If more urgent demands intervene, the faculty member should make the return of papers his or her first priority upon completion of his or her other business.

Reporting of Grades

Reports for each grading period should reach the Registrar’s Office by the announced deadline, normally 72 hours following the close of the grading period.

Deadlines for quarter, mid-term and final grade submissions are published yearly by the Registrar. All grades must be submitted electronically via Post View within 72 hours after the last Institutional final exam unless otherwise noted (i.e. modified graduation candidate deadline.)

If a grade for a student is determined to be incorrect because of an error in computation or an error in transcription, the faculty member will submit a correction to the Registrar on the VMI Grade Change Form available from the department secretary.
Course Syllabi and Testing

The head of each academic department is responsible for the instruction given in all courses in his or her department. In the case of multi-sectioned courses the department head designates a member of the staff as the professor in charge of the course.

For every course, each cadet must be given a written syllabus which provides information about the goals and requirements of the course, the nature of the course content, the methods of evaluation to be employed, and work for grade policies applicable to the course. The syllabus must be distributed prior to the submission of any work for grade, but not later than the end of the drop add period. The department head will maintain a file of all syllabi for two years.

Disability Services Statement in Course Syllabi

Faculty should include a statement in their syllabus inviting Cadets with disabilities to meet with faculty in a confidential environment to discuss his or her use of academic accommodations.

There are several reasons why a syllabus statement is critical:

1. The statement normalizes the academic accommodation process and helps create a positive and welcoming environment for Cadets with disabilities.

2. The statement serves as a reminder to Cadets who need academic accommodations that these arrangements need to be made in a timely manner.

3. The statement emphasizes a collaborative process for ensuring federally-mandated academic accommodations.

The following excerpt is an example of a disability statement that should be used on faculty course syllabi:

VMI abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 which mandate reasonable accommodations are provided for all Cadets with documented disabilities. If you have a registered disability and may require some type of instructional and/or examination accommodations, please contact me early in the semester so that I can provide or facilitate provision of accommodations you may need. If you have not already done so, you will need to register with the Office of Disabilities Services, the designated office on Post to provide services for Cadets with disabilities. The office is located on the 2nd floor of the VMI Health Center. Please call or stop by the office of LTC Sarah Jones, Director of Disabilities Services, for more information, 464-7667 or email at: jonessl10@vmi.edu.

Classroom and Academic Building Discipline

Each member of the faculty is responsible not only for the orderly conduct of cadets in his or her classroom but also for the orderly conduct of those whom the faculty member observes in academic
buildings. A faculty member is expected to dismiss his or her section promptly when the bell rings terminating the period. Violations of regulations by cadets in the classrooms or in academic buildings should be reported to the Office of the Commandant.

**Report of Cadet Absences**

The faculty member is responsible for keeping an accurate record of the attendance of each cadet in his or her section. The cadet should be allowed to inspect at any time the record kept concerning his or her attendance.

**Reporting of Academic Delinquencies**

A cadet who has been neglectful of his or her academic duties may be reported on a special form by a faculty member through the head of his or her department to the Deputy Superintendent for Academics and Dean of the Faculty for an academic delinquency. (See “Academic Delinquency,” in the *Academic Regulations.*)

**Deportment in Class**

Faculty members are required to maintain proper attire and decorum in classrooms. Members of the faculty in the uniform of the Virginia Militia or one of the armed services are expected to wear the proper uniform. No faculty member may use tobacco in any form while appearing before a class or a laboratory. Consumption of food by faculty is prohibited while teaching in the classroom. Consumption of a beverage by faculty is permitted while teaching in the classroom, as long as the beverage is contained in a-sealable water bottle or similar container. Beverages in coffee cups or disposable containers are not permitted. Consumption of food or drink is prohibited in any laboratory environment. Exceptions permitting the consumption of food and drink in the classroom for open house receptions, professional meetings, and other special events must be approved by the department head. In addition, faculty members are to comply with VMI’s *Alcohol and Drug Policy.*

**Professional Activity**

Professional activity, in addition to normal teaching duties, is expected of all faculty (See *Statement on Faculty Expectations*). Such activity includes, but is not limited to, research, consulting, publication of scholarly works, teaching outside the regular curriculum, and leadership roles in professional societies, whether or not for pay.

Such activities should be engaged in with the full knowledge and consent of the department head involved since such head is responsible for the instruction and work in that department. As a guide, such activities will normally not exceed ten hours per week or, in the case of outside teaching, a course or courses not exceeding three credit hours (or four if a laboratory is included). Any necessary travel time should be taken into consideration since it adds to time away from VMI. The restriction does not apply to periods covered by vacation and annual leave.

Outside activities involving a commitment of specific days or hours in every work week must be approved by the department head involved prior to the making of a commitment.
Summer Session Teaching

The faculty for the summer session will be nominated to the Deputy Superintendent for Academics and Dean of the Faculty by the Director of the Summer Session. The faculty will be appointed by the Deputy Superintendent for Academics and Dean of the Faculty.

The salary for summer session teaching is calculated on a flat fee basis by department using the same formula used to determine part-time faculty compensation. Contact the Summer Session Office (7319) for summer session salary.

Enforcement of Institute Regulations

It is the duty of each officer of the Institute to enforce these regulations insofar as any violation thereof by cadets may come within his or her observation or knowledge. Any suspected irregularity should be reported directly and promptly to the department head. If the faculty member would prefer to report a general situation or condition, the Superintendent, Deputy Superintendent for Academics and Dean of the Faculty or Commandant will receive such report and take whatever action may be indicated. There are also situations in which a faculty member should not hesitate to take immediate corrective action without prior recourse to the official reporting process. It is expected that under such circumstances corrective action will be taken and a report made of the entire matter.

The faculty member should share a concern not only for the intellectual growth of cadets but also for the maintenance of high standards of cadet conduct and appearance. Any behavior that reflects discredit upon the Institute or the Corps of Cadets should be reported immediately to the Commandant’s Office.

Support of the Cadet Honor Code

Faculty support of the VMI Honor System, including the Work for Grade Policy found in the Academic Regulations, is essential to the well-being of the Institute. If a faculty member suspects any violation of the Honor Code, he or she shall not reprimand the cadet but shall formally report the evidence of violation in writing to the head of his or her department, giving detailed information, quoting the policy and attaching any pertinent documents. The head of the department will inquire into the circumstances and decide whether the collected evidence justifies referral to the Deputy Superintendent for Academics and Dean of the Faculty. Evidence collected will be placed in an envelope, marked “Confidential” and sent to the Deputy Superintendent for Academics and Dean of the Faculty.

Faculty Advisers

Faculty members are expected to serve as advisers to cadets as one means of contributing to cadet development (see Statement on Faculty Expectations).

Cadets are assigned advisers from among faculty members in the department in which they major or take a number of courses (or to those designated by the department head). The faculty adviser program is designed to serve four purposes as follows:
1. To assign to each cadet a faculty or staff member whose specific responsibility it is to facilitate the welfare of each cadet in his or her charge at VMI. This responsibility includes familiarization with the background of each advisee and availability to each advisee for guidance at any time.

2. To communicate with the parents of each advisee regarding the progress and welfare of their son or daughter at VMI and to be available to each parent for consultation as needed.

3. To provide academic counseling related to choice of curriculum, to facilitate a sound relationship with other cadets and faculty in the curriculum of choice, and, if needed, to facilitate suitable curricular change.

4. To provide support in every aspect of each advisee’s progress through his or her curriculum. Such support includes the transmission of information to advisees regarding the tools available for curricular management and classroom success.

Faculty members are also encouraged to serve as advisers to classes and extra-curricular organizations. Class advisers are requested to serve by the Superintendent with the faculty member’s concurrence. Advisers of extra-curricular groups may be asked to serve by the cadet officers of the organization or they may be appointed.

**Supervision of Cadet Assistants**

Cadets may be employed by academic and administrative departments to serve as assistants to perform duties that can be justified as departmental business. The cadet assistant program is coordinated by the Office of Career Services.

Cadet assistants do not assign grades to other cadets without special permission of the Academic Board.

**Political Activity**

The faculty member is free to engage in political activity, and for many years faculty members have been elected to local political offices. A faculty member who wishes to engage in lengthy and extensive political activity is not automatically required to seek a leave of absence. However, if the political activity is such that it begins to interfere with his or her assigned duties, he or she may be required to take a leave of absence. The Code of the Commonwealth of Virginia specifically excludes state employees from seeking certain full-time political offices. (See Appendix B)

**Academic Regulations**

Faculty members must become familiar with the *Academic Regulations*. Changes in these *Regulations* are announced from time to time and faculty members are furnished copies of the changes.
Sexual Harassment

Virginia Military Institute does not tolerate sexual harassment and is committed to providing and preserving for cadets and employees an atmosphere free from harassment in any form. The Institute’s policy on sexual harassment may be viewed here.

It is the responsibility of all members of the VMI community to report any conduct that is perceived to be sexual harassment to the VMI Inspector General (IG), a member of the IG staff, any designated Equity Committee member, or reporting contacts listed in the VMI Sexual Harassment Policy.

Special Responsibilities of Tenured Faculty for New Faculty Members

Because of the guidance needed by any new member joining a community and because of the unique demands made by participation in the VMI community, the tenured members of the VMI faculty have the responsibility of familiarizing a new faculty member with the standards, both professional and personal, which this community has included in its definition of VMI’s mission.

The process of familiarization should begin immediately upon the new faculty member’s being appointed to the faculty and should continue throughout the probationary period of his or her appointment.

Neglect of Responsibilities by a Tenured Faculty Member

If a problem should arise regarding the responsibilities within the VMI community for a tenured faculty member, it is the responsibility of the department head to attempt to alleviate the problem on an informal basis. If the situation is not corrected, the department head and the Deputy Superintendent for Academics and Dean of the Faculty will meet with the tenured faculty member and a letter of reprimand will be placed in the personnel file. If the problem is not solved at this time, the final step will be to terminate the tenured appointment. (See Appendix B 7.)

Fraternization Policy

Members of the faculty and administrative staff are prohibited from dating - or attempting to date - any member of the Corps of Cadets. Likewise, cadets shall neither date - nor attempt to date - any member of the faculty or administrative staff.

Disabilities Policy

Faculty members must comply with the VMI Policy and Procedures for Students with Disabilities.

INSTITUTE SCHEDULE

The Institute Schedule clarifies the rules governing cadet time and provides guidance identifying which activities are authorized to be scheduled during specific periods. The Institute Schedule’s objective is to ensure time is available to cadets to pursue excellence across VMI's programs and to discipline the various programs to operate within the intent of the Institute Schedule. All faculty and staff must comply with the guidance in the Institute Schedule. See General Order No. 1
GUIDELINES FOR OUTSIDE SPEAKERS

Purpose

This section provides general guidelines for inviting speakers from outside Virginia Military Institute.

General

All guest speakers are invited in the name of the Superintendent, VMI. Department heads, organization chairs, or faculty advisers are responsible as sponsors for preparing the formal letter invitation. The Office of the Deputy Superintendent for Academics and Dean of the Faculty must be notified of the guest speaker using the appropriate form (found at the following page: https://portal.vmi.edu/_layouts/15/FormServer.aspx?XsnLocation=https://portal.vmi.edu/DeanDeansTime/Forms/template.xsn&SaveLocation=https%3A%2F%2Fportal%2Evmi%2Eedu%2FDeanDeansTime&ClientInstalled=true&DefaultItemOpen=1).

It is understood that some guests regularly speak on a semester or annual basis. Letters of invitation to these local individuals are not required. Nevertheless, the same coordination procedures should be implemented as described immediately below for each appearance.

Coordination

The names of speakers, time and location of events, and the person responsible for making arrangements must be entered on the Master Calendar in the Office of the Chief of Staff. Similar information should be furnished to the Protocol Office, Deputy Commandant, and the Director of Cadet Life, preferably in written form and with pertinent background and/or biographical information.

Lodging

Lodging on Post is very limited. The Protocol VIP Quarters and the lodging facilities in the Turman House at Jordan’s Point are available for guest speakers. The Moody Hall guest quarters are available for alumni. For more information, please call the Protocol Office.

Timing

Academic Guest speakers must be scheduled in accordance with guidelines provided in the Institute Schedule and may only be scheduled during the Dean’s Hour, Dean’s Lecture Period, and Academic Duty Saturdays.

Compensatory Time

When a lecture is significantly related to the subject of a course, the instructor may, with the permission of the head of his or her department, substitute attendance at the special event for attendance at a scheduled class meeting, with the understanding that attendance will be checked at
the next regular class meeting. Mandating cadet attendance requires compensatory class time. Compensatory academic or military time should be arranged in advance by instructors with cadets when released academic/military time is anticipated.

Compensatory class time for an outside speaker should be granted on the day of the event, preferably within one week before or after the required event but not earlier or later than two weeks before or after the required event. Compensatory time is not intended to be reserved and granted at a later time, say immediately before or after a leave or furlough period.

Audience

The department head, organization chair, or cadet organization president is responsible for assuring any outside speaker an adequate and appropriate audience.

Expenses/Honoraria

If an invited speaker offers his or her services gratis, but requires payment of transportation, including car rental, the sponsoring department is expected to provide the funds. Travel arrangements (if by air) should be made by the host department through VMI travel agents. The host department should make lodging arrangements. State travel regulations apply.

If the department wishes to pay the speaker an honorarium, the department must make a written request to the Comptroller’s Office. This request must be made on the "Receiving Report/Request for Disbursement" form. If the payment is to be paid from state funds, this request must be sent to the Comptroller's Office two weeks before the visit in order to guarantee that the payment will be available at the time of the visit. If the payment is to be paid from local funds, the request must be sent to the Comptroller's Office at least two days prior to the visit. A payment can be considered an honorarium only if the speaker clearly intended to donate his or her services.

If the speaker has an established fee, or if he or she suggests a payment for the presentation, this is not an honorarium payment. The payment of any fee, no matter how small, requires the completion of a contract. The department must initiate this contract with the Purchasing Office at least two weeks before the planned visit.

All requests for travel expenses must be completed on the State Travel Expense Reimbursement Voucher and signed by the speaker.

Precedence of Events

Meetings must be scheduled well in advance. During Saturday Academic Duty, activities requiring cadet attendance must be reported to the Dean’s Office so that any conflicts concerning facilities or attendees can be resolved. Normally, if conflicts cannot be resolved, the activity scheduled first with the Dean's Office will have priority. During the Dean’s Hour and Dean’s Lecture Period, if a cadet is required to attend two activities at the same time, the cadet chooses which activity he or she attends.

38
FACULTY EMERITUS STATUS

Upon retirement from VMI, a faculty member will automatically be eligible for certain retiree privileges. Additional privileges may be recommended as part of the more distinguished title of “Emeritus Faculty.” Emeritus status is not a right, but a privilege awarded by the VMI Board of Visitors.

1. **Benefits of Emeritus Status**
   
   a. Emeritus Faculty retain access to post facilities during business hours and retain listing in the Institute directory.
   
   b. Emeritus Faculty are eligible for the VMI Retiree Identification (ID) card (reference: General Order 39). They may use this ID card to access the swimming pool, gymnasium facilities, and receive appropriate building access as designated by their senior executive.
   
   c. Emeritus Faculty retain their access to email.
   
   d. Emeritus Faculty retain library privileges including long-loan checkout of materials and Interlibrary Loan (ILL) although databases can only be used in person at library workstations (no remote access).
   
   e. Emeritus Faculty may attend graduation, convocation, and other regular academic ceremonies provided they give sufficient notice to the organizing authority.
   
   f. Emeritus Faculty may apply to participate in other employee support programs provided that approval is granted by the appropriate VMI official and waiver of liability is signed.

2. **Eligibility**

   A retired faculty member is eligible for nomination to emeritus status if the individual has served full-time for a minimum of 15 years on the faculty at VMI; has attained the academic rank of Associate Professor or Professor; and has retired from VMI in good standing.

3. **Procedures for Appointment**

   Emeritus appointments are made by the Board of Visitors upon the recommendation of the Superintendent. Nominations for appointment to emeritus status, which can be self-nominations, are made through the appropriate department head and the Dean of the Faculty to the Superintendent. The following procedures shall be followed in recommending a faculty member for Emeritus status:

   a. Nominator contacts Human Resources to confirm faculty member’s eligibility for Emeritus status.
b. Nominator submits a memo to the cognizant department head recommending Emeritus status. This memo shall contain, at a minimum, the following information:

(1) Name of candidate
(2) Name of nominator
(3) Candidate’s employment start date (provided by Human Resources)
(4) Candidate’s retirement date (provided by Human Resources)
(5) Candidate’s current mailing address (provided by Human Resources)

c. The department head attaches a second memo with either a recommendation for approval or a recommendation of denial and forwards both memos to the Dean.

d. The Dean attaches a third memo with either a recommendation for approval or a recommendation of denial and forwards the three memos to the Superintendent.

e. All requests approved by the Superintendent are sent to the Academic Affairs Committee of the Board of Visitors in the “Changes in Faculty and Staff” memo for the Board’s approval.

f. If Emeritus status is approved by the Board of Visitors, the Superintendent will send a letter of notification of approval to the nominator and the nominee. If Emeritus status is not recommended for approval by the Superintendent, then he/she will notify the nominator and the nominee of denial.

**Removal of Emeritus Status**

Emeritus status is normally granted on a permanent basis. However, Emeritus status may be removed by the Board of Visitors for just cause. A recommendation to remove Emeritus status may be made by the cognizant department head or the Dean with the approval of the Superintendent.
VI. PERSONNEL AND BUSINESS POLICIES

PERSONNEL POLICIES

Non-discrimination Statement

Consistent with Federal and State law, the Virginia Military Institute does not discriminate against employees, cadets, or applicants on the basis of race, color, sex, age, veteran status, national origin, or disability in its programs and activities. Every VMI staff member, faculty member and cadet has the right to work and study in an environment free from discrimination and should be treated with dignity and respect. VMI complaint and grievance procedures provide employees and cadets with the means for resolving complaints that this Statement has been violated. VMI is an Equal Opportunity Employer. Anyone having questions concerning discrimination or the application of Title IX regulations should contact Title IX Coordinator, 212 Carroll Hall, VMI, Lexington, Va. 24450, (540) 464-7072. Any cadet or prospective cadet having questions about disability services for students should contact the Director of Disability Services, Miller Academic Center, VMI, Lexington, Va. 24450, (540) 464-7765. For employment-related disability services, contact the Employee Disability Services Coordinator in the VMI Human Resources Office, Lexington, Va. 24450, (540) 464-7322.

The Faculty

The academic mission is rightfully at the center of the VMI experience; nevertheless, faculty must understand that the purpose of the military system is to join in the common goal of developing self-discipline and responsibility. A VMI faculty member must, therefore, set a good example in his or her attitude, appearance and conduct, and show respect for this aspect of a system of education designed to mold character.

Exceptional teaching ability, scholarly engagement, professional citizenship, including, support of the Institute’s unique and comprehensive educational mission, contribution to cadet development, and good moral character are required qualities for VMI faculty members. (See Statement on Faculty Expectations and Appendix D, Faculty Performance Review & Compensation Plan.)

Seniority

Faculty seniority is determined by date of appointment to the several academic grades. Academic rank for newly-appointed faculty members is based on experience, degrees earned and the date received.

Faculty Qualifications

VMI gives primary consideration to the highest earned degree in the discipline. VMI also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. Normally, a doctor’s or master’s degree in the teaching discipline or master’s degree
with a concentration in the teaching discipline (minimum of 18 graduate semester hours in the
teaching discipline) is sufficient.

Prior to teaching any course at VMI, the qualifications of all faculty members must be justified
and documented by the department head in which the courses are taught. Department heads must
submit a memorandum to the Deputy Superintendent and Dean of the Faculty, who certifies the
qualifications based on the accompanying documentation.

Requirements for the Several Faculty Ranks

The following minimum requirements are established as normally governing appointment at or
promotion to each of the faculty ranks at Virginia Military Institute. All appointments and
promotions must be approved by the Superintendent, and the Board of Visitors.

The Institute does not guarantee appointment at or promotion to any of these ranks immediately
after the minimum requirements have been met, even when they have been met by persons whose
teaching records have been excellent. Promotion may be affected by other considerations,
including budget limitations.

Instructor

An Instructor must meet the minimum faculty qualifications (See Faculty Qualifications) and will
normally not have completed all course, residence and examination requirements for the doctorate
in the teaching discipline at a fully-accredited graduate school.

Lecturer

A Lecturer must meet the minimum faculty qualifications (See Faculty Qualifications). The rank
of Lecturer may be assigned to any candidate who because of extensive experience is judged
capable of effective instruction in particular courses. Such cases must be justified by the Institute
on an individual basis. This rank is to be understood as falling between that of Instructor and that
of Assistant Professor. The salary of a Lecturer will normally be at the Instructor level; however,
a Lecturer may qualify for the salary of Assistant Professor.

Assistant Professor

An Assistant Professor must meet the minimum faculty qualifications (See Faculty Qualifications)
and should normally have completed all course, residence and examination requirements for the
doctorate in the teaching discipline at a fully-accredited graduate school, except that specialties
with limited availability of faculty may substitute the master’s degree in the teaching discipline
and the equivalent of three full years of satisfactory professional experience for further graduate
training.

Associate Professor

An Associate Professor must meet the minimum faculty qualifications (See Faculty Qualifications)
and should be certified as having completed all requirements for the doctorate in his or her teaching
discipline. He or she should normally have taught college subjects in that discipline for the
equivalent of at least six full years. The Dean of the Faculty may substitute the equivalent of satisfactory professional experience for two of these six years of teaching experience. In addition, a candidate for an appointment at this rank in an engineering department must be certified as a Registered Professional Engineer in Virginia or in a state whose certification is officially approved by Virginia registration officials on a reciprocity basis.

Professor

A Professor must have met all of the requirements for an Associate Professor and normally have taught college subjects in his or her field for at least ten years, less any professional experience substitution previously approved.

Selection of Faculty

Great care is required in the investigation of candidates for teaching posts. A General Order is published annually with detailed procedures for faculty recruitment. At least three letters of recommendation, a curriculum vita, and an official transcript from the candidate’s highest degree program must be obtained prior to the appointment of a successful faculty candidate. If the highest degree is not in the teaching discipline, the candidate must also provide the information necessary to demonstrate that he or she meets the minimum faculty qualifications (See Faculty Qualifications). International degrees must be evaluated by an external agency for comparability with degrees from the United States. Whenever possible, department heads must make telephonic contact with individuals submitting letters of recommendation for candidates they are recommending for employment.

All candidates for positions are interviewed at a minimum by the department head and permanent members of the department. Inclusion of probationary members of the department in the interview process is desirable. The candidate is further interviewed by the Deputy Superintendent for Academics and Dean of the Faculty and, when possible, by the Superintendent. After the interviews, the department head consults with his or her departmental members and then recommends through the Deputy Superintendent for Academics and Dean of the Faculty to the Superintendent that the candidate be appointed to the faculty. As part of the recommendation, the department head must justify and document that the candidate is qualified (See Faculty Qualifications) to teach all courses he or she will be expected to teach. If the appointment is approved, the Deputy Superintendent for Academics and Dean of the Faculty sends to the candidate an Employment Agreement explaining the terms of employment. Should the position be accepted, the candidate simply returns to the Deputy Superintendent for Academics and Dean of the Faculty a signed and dated copy of the Employment Agreement. Travel expenses of candidates invited to the Institute for an interview are paid from either departmental or general instruction funds.

The rank at which new faculty members are sought varies from department to department and may be based on preparation and experience of the candidate, staffing needs of the department, and budgetary requirements within the department and Institute.

VMI seeks teachers of exceptional ability, professional training and experience who have a receptive attitude toward the military system and who will feel at home in a small college-town atmosphere.
Reappointments

Faculty members who do not have tenure may be reappointed annually. Such reappointments, however, neither confer nor guarantee the receipt of tenure which must be earned in the manner set forth in the following section on Academic Freedom and Tenure.

Academic Freedom and Tenure

The administration acknowledges the statement of principles of academic freedom and tenure included in this document as Appendix A. Also see Appendix B.

Regulations on Academic Freedom and Tenure

These regulations enable the Virginia Military Institute to announce its faculty and staff policies and protect academic freedom, tenure, and the requirements of academic due process within the unique military discipline of the Institute. The principles in these regulations benefit all who are involved with or are affected by the policies and programs of the Institute. Although the terms and provisions used are similar to those often used by the American Association of University Professors, the Association of American Colleges and other educational organizations, the Institute does not adopt directly or impliedly any of the definitions, interpretations or policy statements of those Associations or other institutions.

Annual Salary

Annual salary for full-time faculty normally is paid semi-monthly over twelve months. The first check for a new faculty member is paid on or about 1 September for the entire month of August; thereafter, checks will be paid semi-monthly.

Part-time Faculty

Part-time faculty members are appointed to teach less than a full teaching load. A full teaching load is defined as the equivalent of five three-credit courses (normally, three courses plus credit for two courses for professional citizenship, scholarly engagement and cadet development) per semester.

Recruitment

Part-time faculty members may be appointed without recruitment to fill emergency needs. If a full-time faculty position vacancy becomes available, VMI will follow established recruitment procedures and interested part-time faculty members must compete with other applicants for the position.

VMI requires a criminal history check on all new hires, both full-time and part-time. VMI may extend an appointment offer to an individual, but this appointment must be made contingent on a satisfactory criminal history check. Departments should have the finalists complete the Applicant Authorization and Consent for Release of Information form when the candidate is on Post for the interview, or the department may mail the form to the
finalist with the employment agreement. The Human Resources Office conducts the background check.

**Appointment.**

Part-time faculty members are appointed for an academic year, a semester, or a portion of a semester. At least three letters of recommendation, a curriculum vita, and an official transcript from the candidate’s highest degree program must be obtained prior to the appointment of a part-time faculty member. If the highest degree is not in the teaching discipline, the candidate must also provide the information necessary to demonstrate that he or she meets the minimum faculty qualifications (See Faculty Qualifications). International degrees must be evaluated by an external agency for comparability with degrees from the United States. Whenever possible, department heads must make telephonic contact with individuals submitting letters of recommendation for part-time faculty they are recommending for employment. The department head recommends to the Deputy Superintendent for Academics and Dean of the Faculty the candidate be appointed to the faculty. As part of the recommendation, the department head must justify and document that the candidate is qualified (See Faculty Qualifications) to teach all courses he or she will be expected to teach.

At the conclusion of each appointment, the department head will evaluate the performance of the part-time faculty member by reviewing his/her course evaluations and taking any additional evaluative actions necessary in order to justify reappointment to a new term of employment. Justification for reappointment will be summarized and included in requests for part-time faculty contract renewals submitted to the Dean of the Faculty. Formal records that justify contract renewals will be maintained by the department.

The department head may recommend a faculty rank for the part-time faculty member based on credentials and experience and alignment with full-time faculty members in the department. Part-time faculty members are not eligible for promotion. Part-time faculty members will not be assigned to, or be expected to serve on faculty committees or serve as advisers.

Appointment as a part-time faculty member will not lead to tenure. Time spent as a part-time faculty member will not be counted as service for tenure purposes for a full-time faculty member in a tenure track position.

**Compensation.**

Compensation for part-time faculty members will be on a flat fee basis by department. As a guide, compensation will be based on number of credits taught, calculated at a rate of 10% of the compensation for a full teaching load, less benefits, for an assistant professor with zero years experience in the department, for a three-credit course. The percentage will be adjusted upward or downward at the rate of 3.33% per credit hour for one-, two-, and four-credit hour courses that do not include labs. Compensation for three-hour labs will be 5% of the compensation for a full teaching load. The percentage will be adjusted upward or downward at the rate of 1.67% per contact hour for one-, two-, and four-contact hour labs. Compensation for part-time faculty members employed for a portion of a
semester will be pro-rated. Compensation for part-time faculty members will be determined by the Deputy Superintendent for Academics and Dean of the Faculty.

**Working Hours.**

Based on the definition of a full teaching load as being the equivalent of five three-credit courses, and assuming a 40-hour work week, each three-credit course represents approximately eight hours of work per week. As with compensation, labs are considered to require approximately half as much effort on the part of the instructor as lecture sections. Therefore, a three-contact hour lab represents approximately four hours of work per week. Part-time faculty will be appointed to teach a maximum of the equivalent of four three-credit courses per semester during the regular academic year, and a maximum of four three-credit courses during all summer programs.

**Responsibilities.**

Part-time faculty members shall become familiar with the *Virginia Military Institute Faculty Handbook*, which specifies the responsibilities of faculty members. In addition, part-time faculty members shall be familiar with and support Virginia Military Institute regulations and the cadet class, honor, and military systems.

**Supervision.**

The Dean of Faculty provides an orientation program for all faculty, including those teaching part-time. Orientation will include the cadet class, honor, and military systems, in addition to academic regulations, including Work for Grade policies. The department head will be responsible for reinforcing topics covered in the orientation as necessary and will be responsible for the supervision of the part-time faculty member.

**Benefits.**

Part-time faculty members are not eligible for retirement or group life insurance benefits.

**Effective Date and Application.**

This policy was effective 16 May 1996. Provisions of this policy apply to all individuals appointed as part-time faculty members at Virginia Military Institute. Provisions of the “Compensation” section do not apply to part-time faculty members who received an initial part-time faculty appointment before 15 May 1996. For these part-time faculty members, the Deputy Superintendent for Academics and Dean of the Faculty may determine compensation on an individual basis.”

**Faculty Grievance Procedures**

See Appendix C.
Retirement

Planning for retirement is a complex issue and the personal and financial dimensions involved compel early decisions for those faculty members who are approaching retirement. Any faculty member considering retirement should contact the Human Resources Office at least four months prior to the planned retirement date.

Recruitment, Resignation, and Non-reappointment

VMI annually publishes the *Teaching/Research Faculty and Administrative/Professional Faculty Recruitment Procedures* through the Office of the Chief of Staff.

A faculty member planning to resign should give as much notice as possible to avoid disruption of the class schedules. The faculty member shall address his or her letter of resignation to the Deputy Superintendent and Dean of the Faculty through the appropriate Department Head.

VMI requires a criminal history check on all new hires, both full-time and part-time. VMI may extend an appointment offer to an individual, but this appointment must be made contingent on a satisfactory criminal history check. Departments should have the finalists complete the Applicant Authorization and Consent for Release of Information form when the candidate is on Post for the interview, or the department may mail the form to the finalist with the employment agreement. The Human Resources Office conducts the background check.

The administration supports the Standards for Notice of Non-reappointment, included in this *Handbook* in Appendix B.

Continuing Evaluation of Non-Tenured Faculty

When hiring a new member of the faculty and again early in the first semester, a department head must detail the duties, responsibilities, and expectations required of a member of the VMI faculty. Department heads will ensure that all faculty review the *VMI Statement on Faculty Expectations*. Evaluation procedures are described in Appendix B 2. (E) and in Appendix D, Faculty Performance Review & Compensation Plan.

Faculty Dismissals

No faculty member may be removed except as provided under Section 23-103, Code of Virginia as follows: “The Board of Visitors may remove them (professors) for good cause; but no order to remove a professor shall be made without the concurrence therein of a majority of the whole number of Visitors, and the Board shall forthwith communicate to the Governor a full statement of the reasons for making the removal.” (See Appendix B)

Appointment as Department Head

The heads of all academic departments are appointed by the Superintendent, on recommendation of the Deputy Superintendent and Dean of the Faculty, who consults with the members of the respective department. Appointments will be made for an indefinite period of time, subject to review at five-year intervals, at which time members of the department may come forth with a
recommendation for change, or a department head may choose to step down without prejudice. As long as the Dean and the department head are mutually agreeable, the appointment will continue. Acting appointments may be made upon the death or resignation of a department head until the regular position can be filled, or during periods of long-term absence of the regular department head (e.g. medical or faculty development leave). The Deputy Superintendent for Academics and Dean of the Faculty may discharge a department head at any time for stated cause and without warning.

**Academic-Load Study and Committee Work**

Each semester a faculty academic-load study is made indicating the load of each faculty member and a departmental average. In addition to teaching, each faculty member may counsel cadets and be assigned to departmental, academic or administrative committees. The assignment of a faculty member to a committee is made in consultation with his or her department head.

**Textbook Royalties**

To avoid both impropriety as well as the appearance of impropriety, it is the policy of the Virginia Military Institute that members of the faculty not earn a profit or royalties from the sale of faculty generated classroom materials or textbooks, except as may be consistent with the laws of the State of Virginia. Rather than prescribe the rules that cover every possible contingency, the Dean of the Faculty will appoint an ad hoc committee to consider a faculty member’s request to require students to purchase a work for which he or she may earn profits or royalties. Such request will include all pertinent information, as well as citations of state law that may apply. The request will include a rationale for using the work in a particular course, as opposed to some comparable work. The committee, in consultation with the attorney general’s office, as appropriate, will then make a recommendation to the dean, who will make the final decision.

Faculty members are not prohibited from using their own classroom materials or textbooks, however produced or published, provided they do not earn royalties or profits from the sale thereof to VMI students. Such materials or textbooks may be sold at a profit by various vendors as long as VMI students in their classes or in the classes of their colleagues are not required to purchase the materials or textbooks from these alternative vendors.

**Outside Work**

See Chapter V, Responsibilities of Faculty Members, Professional Activity.

**Absence from Duty**

**Leave of Absence.**

VMI faculty who are absent from post for any reason, other than illness, whether on personal or official business, are required to obtain permission from their department head to be absent. Extended leaves of absence, of fourteen days or longer, may be granted for leaves that are in the best interests of the faculty member and the Institute. Extended leaves, either with or without pay, must be approved by the department head and the Deputy
Superintendent for Academics and Dean of Faculty. Contact information sufficient to permit the Institute to reach the faculty member, if necessary, during the absence shall be left with the head of department or departmental secretary. When traveling at state expense, the appropriate forms must be completed and authority obtained to expend state funds in advance.

Vacation Periods.

Members of the teaching faculty are officially employed for a 10-month period commencing in August and ending in May. Those who wish to leave the Institute before the end of the session or to return after the beginning of the session must obtain permission from the Superintendent. They also normally have no duties during the scheduled furloughs of the Corps (Fall, Thanksgiving, Winter, and Spring), though they may be required to remain in residence during those vacations to complete work necessary for the operation of the Institute.

Personal Medical Leave.

Personal medical leave applies to full-time, salaried faculty members who have been employed with VMI for one year and falls into two categories: With Pay and Without Pay. The beginning of Personal Medical Leave is the first day of work missed as a result of a medically disabling condition that lasts or is expected to last more than one week. If a faculty member is absent on personal medical leave for more than one hundred and eighty consecutive calendar days before returning to work, he or she must work for one full academic year before being eligible for a subsequent period of paid personal medical leave. The Deputy Superintendent for Academics and Dean of the Faculty may require a faculty member to take consecutive days of personal medical leave when a faculty member’s intermittent absences due to medical reasons prevent the faculty member from effectively performing his or her duties.

With Pay: Full-time, salaried, faculty members are authorized up to one hundred and eighty consecutive calendar days of personal medical leave at full pay, or until the expiration of the current employment agreement, whichever comes first.

Without Pay: Once the full-time, salaried, faculty member reaches the end of the authorized period with pay, the employee shall be placed on leave without pay until reaching a total of three hundred and sixty-five consecutive calendar days on Personal Medical Leave or until the end of the current employment agreement, whichever comes first. If the faculty member is unable to return to his/her duties after reaching the end of Personal Medical Leave Without Pay, then the employment will terminate (refer to Appendix B, Section VII. (D) Termination for Medical Reasons).

When the need for Personal Medical Leave is foreseeable, the full-time, salaried faculty member must request the leave, in writing, to his or her supervisor at least 90 days in advance. If 90 days’ notice is not possible, notice should be provided as soon as practicable. The faculty member’s supervisor, after consultation with the Deputy Superintendent and Dean of the Faculty, shall request documentation from the faculty
member supporting any absence on Personal Medical Leave. Specific documentation requirements to approve Personal Medical Leave vary based on the nature of the request, and any documentation request should be coordinated with and reviewed by the Human Resources Office to ensure consistency. The Deputy Superintendent and Dean of the Faculty holds final approval for Personal Medical Leave and must inform the faculty member in writing and provide a copy of the approval to the Human Resources Office. A serious health condition of the employee automatically triggers a period of FMLA eligibility, as detailed below, which runs concurrent with Personal Medical Leave. Requests for Personal Medical Leave should be made in accordance with published procedures.

Maternity Leave.

Personal medical leave as provided above may be used for pregnancy and childbirth, and shall run concurrently with Parental Leave as prescribed by GO 89 – A/P & T/R Parental Leave Policy. Determination of the time required for leave because of pregnancy and childbirth is a medical decision to be made by the faculty member and her physician. The Department Head will develop a contingency plan to cover the faculty member’s absence should the maternity leave take place during the academic year.

Family and Medical Leave Act.

The institute recognizes that faculty members may experience family circumstances that make it difficult to carry out fully their responsibilities. Department heads are urged to be as flexible as possible within existing policy in responding to the need for leave or temporary adjustment of duties for family-related reasons.

Faculty members who have been employed with Virginia Military Institute for at least one year and who have worked at least 1,250 hours during that year are covered by the Family and Medical Leave Act (FMLA). Pursuant to the requirements of the Act, the Institute will provide up to twelve weeks of unpaid, job-protected leave to eligible employees for certain family and medical reasons. These reasons are: 1) care of the employee’s child (birth, or placement for adoption of foster care) within the first twelve months of birth or placement (FMLA leave for this reason shall run concurrently with Parental Leave as prescribed by GO 89 – A/P & T/R Parental Leave Policy), 2) care of the employee’s spouse, child or parent who has a serious health condition, and 3) a serious health condition that makes the employee unable to perform his or her job. The definition of “serious health condition” includes inpatient care in a hospital or similar facility or continuing treatment by a health care provider for at least three consecutive calendar days. With respect to diabetes and asthma, the period of incapacity can be less than three days. Excluded from the definition of serious health conditions are the following: flu, common cold, upset stomach and routine dental problems.

Return from Medical Leave.

A faculty member generally has the right to return to the same position or an equivalent position (equivalent pay, benefits, and working conditions) at the conclusion of any period of paid or unpaid personal medical leave within the leave limits defined above. While on
family or medical leave, an employee is entitled to continuation of health insurance coverage throughout the period of his or her leave, provided, if the leave is without pay, that he or she maintains his or her portion of the insurance premium.

SALARIES AND BENEFITS

Faculty Compensation

The VMI Compensation Committee was formed in 1986 and charged with developing a salary plan that reflected the academic marketplace. From 1986 through 2013, the Committee developed faculty salary recommendations using a model based on an annual publication entitled Faculty Survey by Discipline (published by Oklahoma State University). However, after an extensive study, the committee adopted a new faculty compensation model in 2014, which uses faculty salary data for a cohort of 64 institutions selected for their similarity to VMI based on several factors including academic reputation, student enrollment, per capita endowment and local cost of living. Using the National Faculty Salary Survey Multi-Discipline Report published annually by the College and University Professional Association for Human Resources (CUPA-HR) as a data source, the model is based on (1) the salary averages for faculty at the cohort institutions, (2) academic discipline, (3) academic rank, and (4) the number of years of service within the rank. The model yields a target salary for each rank in each discipline according to the number of years of service within that rank and is used as a guideline for new hires and equity in compensation considerations.

VMI Foundation Salary Supplement

All full-time teaching faculty members on 10-month contracts receive a salary supplement of 4% of their base salary. All full-time teaching faculty members on 12-month contracts receive a salary supplement of 3.33% of their base salary. The supplement is added in to the faculty member’s regular semi-monthly pay. The VMI Foundation Supplement is included in the employee’s salary for the calculation of employer contributions for retirement and life insurance.

Salary Payments

Minimum salary for each of the academic ranks is determined by the Superintendent and approved by the Board of Visitors. Monies for faculty salaries are appropriated by the State Legislature.

The Human Resources Office provides new employees with information on pension plans, a Health Insurance package and additional brochures and information explaining available benefits.

Salary payments for all new full-time employees are paid on a semi-monthly basis. Paydays are normally the 1st and 16th of each month. A list of pay dates is published on PostView on the VMI website. All full-time faculty members are paid throughout the year (1 August – 31 July, 24 semi-monthly paychecks), regardless of whether the appointment is a ten-month or twelve-month appointment.
Human Resources shall notify the Comptroller’s Office of any time loss, code changes, pay increases or decreases that may affect the employee during a given pay period.

**Supplemental Payments**

Supplemental payments are compensation paid in addition to an employee’s regular wages. They include, but are not limited to, bonuses, grants, leave payoffs, summer school and various other stipends. Paperwork to generate supplemental payments must be processed though the Human Resources Office at least two weeks in advance of the expected date of payment. If paid in one lump sum, income taxes are withheld at the flat rate of 25% for Federal and 5.75% for State, per guidance and instructions from the IRS and the Virginia Department of Taxation. Stipends paid over two or more pays are added to the individual’s regular pay and withholding taxes are calculated based on the exemptions claimed on the W-4 form. Supplemental pay is normally not added to base salary for the calculation of pension contributions or life insurance coverage.

Electronic direct deposit is mandatory for all new employees. The employee’s net pay is guaranteed to be credited to their bank account on payday. Employees have the option of utilizing four fixed direct deposit accounts in addition to their regular direct deposit account. The fixed direct deposit accounts must be for a fixed amount. The fixed direct deposits may be at different financial institutions from the regular direct deposit account.

On the day before each payday, employees may access an electronic “Direct Deposit Advice” via PostView on the VMI website. The advice shows: gross and net pay amounts, bank account information, and current and year-to-date deductions.

Employees must notify the payroll section of the Comptroller’s Office immediately of changes to their financial institution or account number. A new Direct Deposit Authorization Form must be completed.

**Mandatory Deductions**

VMI is required by law to withhold Federal and State income taxes and Social Security taxes from every employee’s pay. Federal and State income taxes are withheld based on withholding forms (W-4 and VA-4) prepared by the employee. In absence of these forms, federal and state taxes will be withheld as if the individual is claiming single with no exemptions.

Social Security taxes are withheld at the rate of 6.2% on an income limit annually set by the IRS. The Medicare tax rate is 1.45%. There is no wage limit for this tax.

For all supplemental income above and beyond an individual’s normal salary, Federal income taxes are withheld at the flat rate of 25% and State income taxes are withheld at the flat rate of 5.75% in accordance with the law. Such earnings are also subject to Social Security and Medicare taxes.
Miscellaneous Deductions

Listed below are miscellaneous payroll deductions that can be withheld from pay and distributed to the proper vendor on payday. Please contact the VMI Human Resources Office for additional information or to sign up for any of the following payroll deductions:

After Tax Deductions

- Long Term Care Insurance
- Commonwealth of Virginia Campaign
- Group Disability Insurance
- Rent (Post Housing Only)
- VMI Foundation
- VMI Keydet Club
- Optional Life Insurance
- AFLAC
- Virginia Governmental Employees Association
- Virginia Prepaid Education Program

Pre-Tax Deductions

- Flexible Dependent Care Reimbursement Account
- Flexible Medical Reimbursement Account
- Health Insurance (Premium Conversion)
- Flexible Reimbursement Account Fee, if any

Tax Sheltered Annuities

VMI offers three 403(b) optional supplemental retirement annuity (SRA) plans and one 457(b) deferred compensation plan for faculty members who wish to take advantage of the tax savings and tax deferral benefits of these plans. Contributions to an SRA are not subject to federal and state income taxes, and the employee pays no taxes on SRA earnings until the earnings are received as income. An SRA plan is entirely optional and, subject to federal rules and the rules of the company that administers the SRA, an employee may enroll or discontinue participation at any time.

VMI offers 403(b) plans through:

- TIAA-CREF
- VALIC
- Equitable

VMI also offers a 457 Deferred Compensation Plan through:

- ING Company

The 403(B) and 457 carriers participate in the Commonwealth's "Cash Match" program in which VMI provides a 50% match of an employee's monthly contribution to a participating provider up
to a maximum of a $40 match per month. A full-time faculty member may enroll or discontinue enrollment in a 403(b) or 457 plan and the Cash Match Program at any time.

Benefits

Retirement.

All full time, salaried, permanent employees are eligible to participate in one of two retirement plans. VMI makes a monthly contribution for members regardless of the plan chosen.

The Virginia Retirement System (VRS) is a defined benefit plan which means that the retirement benefit is determined by the amount of service an employee accumulate in a VRS covered position, age at retirement, and the average of the three highest consecutive years of salary. The benefit is guaranteed by the employer and the employer assumes all investment risk. This plan produces a larger benefit for those who have long service with employers who are covered by VRS. Members are vested after five years of service.

Optional Retirement Plan (ORP) is a defined contribution plan which has immediate vesting of contributions. The benefit at retirement is based on the contributions paid into the plan and the gains and losses on those contributions. The investment choices are made by the employee and the employee assumes all risks associated with those choices. The employer bears no responsibility for the outcome of the investment choices. This plan works best for those persons who have multiple employers during their careers.

If an employee decides that a defined contribution plan such as the ORP will serve his or her needs best, he or she must select one of the two available providers.

Fidelity Investments
TIAA-CREF

Retiree Health Insurance Credit.

All employees participating in a retirement plan are eligible for the Retiree Health Insurance Credit. VMI pays all contributions. The Commonwealth of Virginia provides a credit to offset health insurance costs after retirement to retirees who have 15 or more years of state service.

Group Life Insurance.

Full-time faculty members are eligible for group life insurance coverage. VMI pays the premium for members. Group life insurance provides employees with two kinds of insurance during active employment - life insurance and accidental death and dismemberment insurance. The amount of life insurance available is equal to the employee’s annual salary rounded to the next highest thousand, and then doubled. If group life insurance coverage exceeds $50,000 for natural death, a portion of the premiums paid are required to be reported as income for federal, state and FICA tax purposes.
Health Insurance.

Full time, salaried faculty members are eligible for membership in the State Health Benefits Program. Eligible dependents may be covered if the employee elects Employee Plus One or Family Membership. Please refer to the Health Benefits package to help understand the choices and to provide guidance through the enrollment process. VMI pays a large portion of the health insurance premium. Premium conversion deducts the employee-paid portion of the health insurance premium on a pre-tax basis.

Death in Service Benefit

In the event of the death in service of a full-time Teaching and Research Faculty member, VMI will pay to the employee’s estate a lump sum payment equivalent to 120 days’ pay. Days on Personal Medical Leave with Pay prior to the employee’s death will be subtracted from this payment.

Other Benefits Programs

Optional Group Life Insurance.

Employees have an opportunity to purchase additional life insurance at group rates for themselves and their families. The program is administered by Minnesota Life Insurance Company. An employee is eligible to enroll if he or she is an active employee currently covered under the VRS Basic Group Life Insurance Program.

Flexible Reimbursement

Flexible Reimbursement accounts allow employees to set aside a portion of their wages each pay period on a pre-tax basis. There are two flexible reimbursement accounts under the state program:

Medical Reimbursement Account
Dependent Care Reimbursement Account

After enrollment, employees can file a claim for reimbursement from the appropriate reimbursement account whenever they have eligible health care or dependent care expenses. The employee is still paying for the cost of health or dependent care expenses, but saves on federal, state and social security taxes.

Uniforms

VMI provides new employees commissioned in the Virginia Militia with a full set of uniforms from the Military Store. Dress and field uniforms are issued as appropriate.

Maternity Uniforms

Faculty will have the option to wear civilian maternity clothes or, when requested, VMI will provide a maternity uniform.
Mess Hall Meals

The Dean will support meals each month for Teaching Faculty and Administrative and Professional Faculty who are acting in their official capacity as faculty advisers, class advisers, language table supervisors, and the like. This requires prior approval by the Office of the Dean.

Travel at Institute Expense

Departments budget annually for travel so that travel expenses incurred by faculty members while attending meetings of professional and scholarly organizations may be paid regardless of whether or not the faculty member is presenting a paper, is an officer of the organization, or is a committee member. However, in times of financial exigency, the departments may issue their own policies or the Institute may impose travel restrictions.

Travel outside of the Commonwealth may be subject to certain restrictions. Foreign travel at State expense requires special authorization. Travel regulations are available from the Comptroller’s Office.

Tuition Benefits

All VMI employees may, with the permission of the course instructor, the head of the department, and the Deputy Superintendent for Academics and Dean of the Faculty, take for credit or audit any course offered at the Institute during the regular and summer sessions. There is no tuition charge.

Payment of Dues

Department heads may at their discretion authorize the payment of faculty members’ dues for certain professional and scholarly organizations from their departmental budgets.

Quarters on Post

Quarters of various sizes and degrees of desirability are available for rental at varying rates. Such quarters are assigned according to the Housing Policy. The accommodations consist of single family houses, apartments, and rooms in the Bachelor Officers Quarters. See Housing Policy and Regulations.

INSTITUTE AND DEPARTMENTAL OPERATING BUDGETS

Institute Budget

The following is the Board of Visitors budget policy as adopted at its 8 May 1999 meeting:

By May 30th of each year, the Board of Visitors shall adopt an annual operating budget setting forth the revenues and expenditures for Virginia Military Institute for the upcoming fiscal year. This operating budget shall be the Institute’s spending plan for said fiscal year; no expenditures shall be made outside of the budget. The Board of Visitors, in accordance with the
lacks of the Commonwealth of Virginia, hereby mandates that no actions be taken by any Institute employee or official that would authorize, or cause, the spending of funds, current or deferred, that are not included in the Board’s approved operating budget, or otherwise authorized by an affirmative vote of the Board of Visitors.

Regardless of the funding source, all funds at VMI are public funds and require strict adherence to all state laws, regulations and policies – specifically the state procurement law.

A state supported institution, VMI currently receives approximately 17% of its operating revenue from state appropriations. The General Assembly adopts a biennial operating budget every even numbered year; VMI’s state appropriations are part of this biennial budget. The Governor and his or her staff develop the budget proposal after giving all state agencies and institutions of higher education an opportunity to submit budget requests. The Governor presents his biennial budget proposal to the General Assembly in December of every odd numbered year. The General Assembly considers amendments to the biennial budget during sessions held in odd numbered years.

Cadet tuition and fees provide approximately 50% of the total operating revenue.

Local fund revenues, including amounts from the VMI alumni agencies, comprise approximately 33% of VMI’s total operating revenues. This primarily represents income from endowments and annual giving.

VMI’s Deputy Superintendent for Finance, Administration and Support is responsible for developing the Institute’s annual operating budget proposal in coordination with the Institute Planning Committee. All departments submit budget requests, usually in February or March. All requests for operating funds and personnel actions for the upcoming year are considered at this time. Once the Board of Visitors adopts the budget, except in cases of emergency, no new departmental requests can be considered until the next budget cycle.

**Departmental Budgets**

The VMI Finance, Administration and Support Office notifies all department heads in June of their approved departmental operating budget for the following fiscal year. Department heads are responsible for ensuring that their expenditures do not exceed the budget.

**Allocation to Departments from General Library Fund**

Preston Library uses the Colorado system as a basis for allocating departmental budgets. Since this plan accommodates a wide variety of relevant factors, it tends to moderate the extreme variations produced by relying on only a few factors.

**REQUISITIONS AND PURCHASES**

The Institute’s Purchasing Office is available and willing to assist with any matter related to procurement. The early involvement of the Purchasing Office can expedite the timely receipt of
needed items and services. By carefully reviewing the procurement policies and through proper planning, procurement prohibited by the Code of Virginia or published regulations can be avoided.

Recognizing the public trust placed with the Institute, and to be in compliance with the *Code of Virginia* (Section 11-35G), procurement will be carried out in an effective, economical, open, fair and impartial manner. Authority relating to any purchase, disposal of surplus property, or resale, regardless of the source of the funds, shall be exercised by the Director of Purchasing and Accounts Payable under the provisions of the Virginia Public Procurement Act, the Agency Procurement and Surplus Property Manual, the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors and written instructions issued by the VMI Purchasing Office. No faculty, staff or employee will contractually commit the Institute without having received prior authorization from the VMI Purchasing Office.
VII. ADMINISTRATIVE POLICIES AND PRACTICES

PUBLICATIONS

Official

Communications to staff, faculty, cadets and employees originates in the Office of the Chief of Staff and consists of five general types:

1. **General Orders** include all Institute policies.

2. **Special Orders**, such as cadet withdrawals, probation, Cadet Corps appointments, cadet statuses, and cadet penalties.

3. **Numbered Memoranda** cover a wide range of subject matter including the Dean’s List, Academic Merit.

4. **Staff Memoranda** are used to convey information and instruction to faculty and staff only, and contain nothing of general interest to cadets.

5. **Memoranda** for restricted distribution of special information are used when the material does not readily fall into one of the above categories, i.e. operations orders.

When acting for the Superintendent, other staff officers - the Deputy Superintendent for Academics and Dean of the Faculty, the Deputy Superintendent for Finance and Administration, the Director of Admissions, the Registrar, the Commandant of Cadets - frequently publish memoranda, serially or otherwise.

Orders are published electronically by the Office of the Chief of Staff in sequential order, and posted electronically via e-mail and VMI’s website. A hard copy of all such publications will be maintained by the publishing office, but all cadets, faculty, and staff will be expected to monitor e-mail and the website on a daily basis.

Major Publications

The following major publications are published annually (Where appropriate, electronic copies of these publications will be accessible on VMI’s website):

- VMI Catalogue
- Appointment Calendar
- Admissions Catalogue
- Football Press Guide
- The Bullet (Rat Bible)
- **Part I – Organization and General Administration**
- **Part II – Internal Organization, Administration and Military Instruction of the Corps of Cadets**
- **Part III - Cadet Regulations (The Blue Book)**
The Institute Report, a 16-20 page feature and news publication, is produced eight times each academic year by the Communications and Marketing Office.

Approximately 3,100 hometown releases on cadet accomplishments are generated each year. The Communications and Marketing office also annually brings freelance photographers to post to generate high quality photos needed for VMI publications.

The Communications and Marketing Office assists the Admissions Office with recruiting publications.

Cadet Publications

The Cadet (student newspaper) and The Bomb (class yearbook) are published by cadets under the supervision of the Cadet Publications Board chaired by the Deputy Commandant for Cadet Life. Faculty who have suggestions for the improvement of publications, or complaints concerning them, should submit them to the chair of the Cadet Publications Board rather than individual editors.

The Sounding Brass, established in 1966, features creative writing and the arts. New Horizons, established in 2007 as a journal of undergraduate research, includes academic writing of all genres produced in courses at VMI. Both Institute Writing Program publications are produced by cadet editorial boards under the supervision of faculty members who teach in the program and are selected to serve as executive editors. Faculty who have comments or suggestions about either publication should contact the Institute Director of Writing.

Affiliate Publications

Published by the George C. Marshall Foundation:

- TOPICS Newsletter
  
- Marshall Museum Visitor Guide

- Marshall Foundation Annual Report

- The George C. Marshall ROTC Award Seminar Report

Published by the Keydet Club:

- Keydet Club Newsletter

Published by the Alumni Agencies:

- Alumni Review
INSTITUTE RECORDS

Records are maintained as completely as possible on all faculty, staff, cadets, alumni and employees. Access to all records is strictly limited. Those who have need for reference to certain files should apply to the appropriate custodian of the files in question. VMI’s policy on records retention can be found here.

All files maintained by VMI are property of the Commonwealth of Virginia and may not be used for private purposes by any office or employee. The disposal of any and all records must be in accordance with the laws of the Commonwealth of Virginia and in coordination with the Institute’s Archivist/Records Manager. Offices and Departments which need to dispose of records must contact the Archivist/Records Manager for current schedules, forms, and assistance with the records disposal system.

VMI always has kept extensive records on its alumni and those associated with the Institute and these have become a source of valuable information. Faculty and staff members are encouraged to submit material of a professional, personal, or biographical nature, including copies of published articles.

Records are maintained at the following locations:

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<thead>
<tr>
<th>Active Teaching Faculty</th>
<th>Deputy Superintendent For Academics and Dean of the Faculty, Smith Hall</th>
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<tr>
<td></td>
<td>(Human Resources for benefits information)</td>
</tr>
<tr>
<td>All Other Employees</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Alumni</td>
<td>Most recent 20 years, Carroll Hall File Room</td>
</tr>
<tr>
<td></td>
<td>Prior years, archives, Preston Library</td>
</tr>
<tr>
<td>Cadets</td>
<td>Academic - Registrar’s office, Carroll Hall</td>
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<tr>
<td></td>
<td>Athletics – Athletic Department, Cameron Hall</td>
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<td>Conduct – Commandant’s Office, Barracks</td>
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<td></td>
<td>Departmental – At Individual Departments</td>
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<td></td>
<td>Medical – VMI Hospital</td>
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<td></td>
<td>Prior years, archives, Preston Library</td>
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</tbody>
</table>

Official historical records are those more than twenty years old, and are secured in the Archives in Preston Library and are made available upon application to the Archivist/Records Manager. Access to the records is permitted in accordance with current legal requirements.
The Virginia Military Institute complies with the provision of federal laws governing the privacy and disclosure of cadet information in accordance with the Family Educational Rights and Privacy Act of 1974 (FERPA). All faculty members are expected to comply with VMI's FERPA Policy.

CALCULAR AND EXTRA-CURRICULAR EVENTS

Official

The Official Institute Calendar is maintained in the Office of the Chief of Staff and projects the dates for major events of the academic year. It is coordinated with the Institute Calendar published at the front of the VMI Catalogue and the VMI Calendar of Events, published by the Office of Communications and Marketing. Both calendars outline major events for the present and the next year.

Calendar of Events

The Office of the Chief of Staff should be consulted about the scheduling of all events, and those responsible for scheduling departmental events should clear proposed dates as far in advance as possible. Every effort should be made to avoid conflicts with Washington and Lee, Southern Virginia College, the Virginia Horse Center and other institutions in the community. Final scheduling is subject to approval of the Superintendent.

A short-term calendar of events is published by the Office of the Chief of Staff at periodic intervals throughout the session. Individuals, departments, and organizations placing special events on the calendar are requested to call or send a written notice to the Chief of Staff.

SERVICES AVAILABLE ON POST

Communications and Marketing Office

The Communications and Marketing Office serves all departments and the Institute as a whole by providing support through various printing and publication venues. The office produces approximately eighty major publications each year, plus scores of forms, posters, flyers, and certificates. The trademark publication, The Institute Report, published eight times during the academic year, features news of the Institute and its faculty, staff, and Corps of Cadets. The Director is responsible for the coordination and direction of VMI's public information program. A main function includes the channeling of useful information to the press and to radio-TV stations to keep the public informed of the activities and developments of the Institute and offering guidance in public information matters. All official statements to communications media are released through the Director and all inquiries from the general public should be forwarded to the Office of Communications and Marketing.

The office works closely with VMI Information Technology on design, maintenance, and policy concerning VMI's website. In addition, the office serves as VMI’s clearinghouse for all general and admissions related questionnaires and surveys.

In order that all departments and the Institute will benefit to the greatest extent from the services of the office, the cooperation of every faculty member is needed. It is not possible for the office
to keep in constant touch with all faculty members. Therefore, faculty members should report significant activities concerning themselves through their Department Head to the Office of Communications and Marketing in Smith Hall.

Information Technology - Computing and Telecommunications

The mission of Information Technology is to help plan and implement, serve, and support the technology needs of the Institute and facilitate creativity in teaching, learning, and communication for cadets, faculty, administration, and staff.

The VMI local area network (LAN) runs under a Microsoft Windows and a Foundry network infrastructure. The network provides electronic mail, word processing, spreadsheets, database management, graphics, writing analysis, compilers, statistical packages, Blackboard course management, Ektron web content management, and a variety of other software. It also provides access to Datatel Colleague, an integrated database management system, which supports the financial, human resources, and student systems. The supported office package is Microsoft Office.

VMI maintains a Web presence at http://www.vmi.edu. It is the primary source of centralized current information for the Institute.

VMI furnishes a significant number of computers for cadet use in academic buildings and laboratories. VMI does not furnish computers for individual cadet use in the barracks nor does it require cadets to bring personal computers. If cadets wish to bring a personal computer, it must be a notebook computer due to its portability, small footprint, and energy efficiency. The VMI Barracks is wired to allow cadets access to the VMI network and Internet. Computer support for cadet-owned computers is offered through the Barracks Help Desk. Cadets who purchase the recommended laptop units will receive priority support enabling them to successfully use their laptops on the VMI Network. All computers require a network interface card (not a modem) to connect to the VMI local area network. Further information may be obtained by contacting the Information Technology Help Desk at 540-464-7643 or help@vmi.edu.

Access to computer systems and networks owned or operated by the Virginia Military Institute imposes responsibilities and obligations. Users are subject to VMI policies and local, state, and federal laws. Appropriate use of computer systems is ethical, reflects academic honesty, and shows restraint in the consumption of shared resources. It demonstrates respect for intellectual property, ownership of data, security mechanisms, individual privacy, and freedom from intimidation, harassment, and unwarranted annoyance. The goal and intent of the VMI information systems is to enhance educational and research work and to facilitate administrative processes. Users are to abide by the Appropriate Use Guidelines for Information Technology. They are available at: http://www.vmi.edu/media/content-assets/documents/general-orders/GO50.pdf

Copy Facilities

In addition to the reproducing and copying equipment in many departments, there is a central reproduction facility on the 200 Level of Smith Hall. The equipment available consists of a high speed, heavy duty copier and collator, a color copier, a folding machine, and a binding machine.
An additional heavy duty copier is located in Carroll Hall for the convenience of all departments in the immediate vicinity.

All charges are processed through the VMI Comptroller. Personal copies for faculty and staff, made on the copiers, shall be paid directly to the VMI Treasurer.

Printing services are also available at several shops in Lexington. All printing which is to be charged to departmental funds must be requested through the VMI Purchasing Office.

Recreational Facilities

Recreational facilities are available to members of the faculty and staff, their spouses and dependents. Facilities include the swimming pool, racquetball courts, basketball courts, weight training and cardiovascular room, and the tennis courts. They may be utilized by faculty and staff only during times designated by the Department of Physical Education. Lockers in the cadet locker rooms are available for faculty and staff. Please contact the secretary in the Department of Physical Education for information.

Faculty and staff may schedule the use of the outdoor activity areas at McKethan Park. The Office of Cadet Affairs schedules use of the park.

Athletic Contests

The faculty is invited to attend all home contests in all sports. Season tickets for home football, basketball, wrestling, and baseball games are offered at reduced prices to all VMI faculty, staff, and employees. Individual game tickets are available at full price. All other intercollegiate athletic contests may be attended at no charge. If faculty, staff, and employees wish to be seated together, please contact the VMI Athletic Ticket Office at 464.7266 to reserve a specified quantity of seats for your group.

The Athletic Department is limited in its control of tickets for away contests, but usually can arrange for tickets for these contests. Please contact the VMI Ticket Office via telephone or visit www.vmikeyedets.com for more information.

Messenger Service

Material to be delivered to cadets in Barracks should be brought to the Visitor Center or sent through the regular post messenger facilities to the Visitor Center. Messages may also be called into the Visitor Center for delivery to cadets in Barracks. Members of the guard are not to be used for messenger service.

An Institute messenger, supervised by the Quartermaster, serves the official needs of all departments to transmit interoffice communications and mail. Official mail is processed through the mail room, located in the in-fill building adjoining Carroll Hall. The United Parcel Service makes periodic pick-ups at the mail room. Once-a-day mail service is available from the Lexington Post Office to residents of Lexington and to Post Quarters. The Lexington zip code is 24450; Virginia Military Institute’s zip code is 24450-0304.
Notary Public

Notary services are provided free of charge under certain conditions to members of the faculty and staff. Several notaries are available in Smith Hall and the Human Resources Office.

Parking

Convenient parking space is available, but operates on the basis of “first-come, first-served.” The areas next to the buildings are considered the prerogative of the faculty and staff. The attention of all employees is called to the restricted parking areas, especially in the vicinity of Barracks, which are required for formations and movement of cadets. Parking spaces for the disabled and handicapped are appropriately marked.

EMERGENCY INFORMATION

The Institute is State property surrounded by the City of Lexington. Since the VMI Post is State property, the Police of the City of Lexington have no legal status thereon. 911 calls will be referred to the VMI Post Police for immediate action. The Lexington Police will respond to calls only in cases of extreme emergency. Routine police matters including traffic matters, personal injuries, and accidents that occur on VMI property should referred to the VMI Post Police.

Pertinent Telephone Numbers

<table>
<thead>
<tr>
<th>Emergency (Police, Fire, Rescue)</th>
<th>911 (emergency only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>VMI Police Department (office)</td>
<td>464-7017</td>
</tr>
<tr>
<td>State Police (Emergency Only)</td>
<td>800-542-5959</td>
</tr>
<tr>
<td>Non-emergency information, VMI Police Department</td>
<td>463-9177</td>
</tr>
<tr>
<td>Non-emergency information, City of Lexington</td>
<td>463-9177</td>
</tr>
<tr>
<td>(Police, Fire, Rescue)</td>
<td></td>
</tr>
<tr>
<td>Non-emergency information, County Sheriff’s Office (Police, Fire, Rescue)</td>
<td>463-7328</td>
</tr>
<tr>
<td>Stonewall Jackson Hospital</td>
<td>462-1200</td>
</tr>
<tr>
<td>VMI Director of Physical Plant (B&amp;G)</td>
<td>464-7357</td>
</tr>
<tr>
<td>VMI Heating Plant</td>
<td>464-7316</td>
</tr>
<tr>
<td>Virginia State Police</td>
<td>291-2548</td>
</tr>
</tbody>
</table>

(Dial 9 followed by number when calling from a Post phone)
APPENDICES

A. ACADEMIC FREEDOM AND TENURE*

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher** or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends, specifically:

1. Freedom of teaching and research and of extramural activities and
2. A sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

(A) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his or her other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

(B) The teacher is entitled to freedom in the classroom in discussing his or her subject, but he or she should be careful not to introduce into his or her teaching controversial matter which has no relation to his or her subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

(C) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he or she speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but his or her special position in the community imposes special obligations. As a man or woman of learning and an educational officer, he or she should remember that the public may judge his or her profession and his or her institution by his or her utterances. Hence he or she should at all

* The following parts of the “1940 Statement of Principles on Academic Freedom and Tenure” of the AAUP and AAC are acknowledged by VMI.

** The word “teacher” as used in this document is understood to include the investigator who is attached to an academic institution without teaching duties.
times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she is not an institutional spokesperson.

**Academic Tenure**

(A) After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies. In the interpretation of this principle it is understood that the following represents acceptable academic practice:

1. The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

2. Beginning with the appointment to the rank of full-time instructor or higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his or her new appointment is for a probationary period of not more than four years, even though thereby the person’s total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

3. During the probationary period a teacher should have the academic freedom that all other members of the faculty have.

4. Termination, for cause, of a continuous appointment, or the dismissal, for cause, of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him or her and should have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon his or her case. He or she should be permitted to have with him or her an adviser of his or her own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony should include that of teachers and other scholars, either from his or her own or from other institutions.

5. Terminations of a continuous appointment because of financial exigency should be demonstrably *bona fide*.
Interpretations

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on 7-8 November 1940, the following interpretations of the 1940 Statement of Principles on Academic Freedom and Tenure were agreed upon:

1. That its operation should not be retroactive.

2. That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure.

3. If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (C) of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his or her fitness for his or her position, it may proceed to file charges under Paragraph (A) (4) of the section on Academic Tenure. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.
B. REGULATIONS ON ACADEMIC FREEDOM AND TENURE

I. Statement of Terms of Appointment

(A) The basic terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, including any extraordinary understandings, will be stated or confirmed in writing and a copy will be given to the faculty member.

(B) With the exception of special appointments to non-tenure track positions, the terms and conditions of which will be defined in the employment agreement, all full-time appointments to the rank of instructor or higher are of one of two kinds: (1) probationary appointments; (2) appointments with tenure.

(C) Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of his or her appointment and salary status.

II. Probationary Appointments

(A) VMI normally adds members to its faculty by means of probationary appointments. A probationary appointment is for a stated length of time and carries no implication of reappointment.

(B) The senior faculty must provide leadership, example, and guidance for the junior faculty and the relationship of the senior and junior faculty should be one of colleagueship, even though the nontenured faculty members know that in time they will be evaluated by their other senior colleagues. Nontenured faculty members should have available the advice and assistance of senior colleagues, and the ability of senior colleagues to make a sound decision on renewal or tenure is enhanced by the opportunity provided for a regular review of the qualifications of nontenured faculty members. It may be impossible to separate the senior faculty roles in counseling and evaluation; for example, evaluations, whether interim or at the time of final determination of renewal or tenure, should be presented in such a manner as to assist the nontenured faculty members as they strive to improve their performance.

(C) A probationary appointment is for a stated period, subject to renewal. The total period of full-time service prior to the acquisition of continuous tenure will not exceed seven years, including all previous full-time service with the rank of instructor or higher in other institutions of higher learning, except that the probationary period at VMI may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years. The terms of such extension will be stated in writing at the time of initial appointment. Time spent on leave of absence will not count as probationary period service, unless the individual and VMI agree to the contrary, in writing, at the time leave is granted. This does not apply to faculty development leaves. (This sentence was approved by
the Academic Board in November 2009.)

(D) Faculty members will be advised in writing by the head of department at the time of initial appointment of the substantive standards and procedures generally employed in decisions affecting renewal and tenure. Any special standards adopted by faculty members’ departments will also be brought to their attention. Faculty members will be advised of the time when decisions affecting renewal or tenure are ordinarily made, and will be given the opportunity to submit material which is believed to be helpful to an adequate consideration.

(E) Faculty are recruited, developed, and rewarded on the basis of their performance (or potential performance) in four primary domains that express the core values of the Institute’s academic program: teaching, scholarly engagement, professional citizenship, and cadet development. High moral character is an absolute requirement; discovery of moral turpitude shall result in dismissal. (see Statement on Faculty Expectations and Appendix D, Faculty Performance Review & Compensation Plan).

(F) Procedures for reappointment decisions. When probationary members are considered for reappointment, the department head will consult the tenured members of the department and make a decision on recommending reappointment. Probationary faculty members will be advised of the time when decisions affecting reappointment are ordinarily made and will be given the opportunity to submit material which will be helpful to an adequate consideration. The decision must be made in time to meet the notification dates listed below in (G). When the decision has been made to offer reappointment to a probationary faculty member, the department head will interview the probationary member, giving him or her an evaluation of performance based on such instruments as the member’s own self-evaluation, statement of plans, goals and objectives, observation by tenured members of the department, visitation of classes, and student evaluation questionnaires. After reviewing the probationary member’s strengths and weaknesses and making suggestions, the department head will send him or her a written evaluation. The department head will also forward a copy of the written evaluation and a recommendation on reappointment to the Deputy Superintendent for Academics and Dean of the Faculty. If a probationary member is to be retained for the next academic year, the department head will follow the same procedure in succeeding years until such time as the faculty member is considered for tenure. Since the awarding of tenure bestows permanent status, other procedures are followed when this decision is made.

(G) Notification dates of non-reappointment decisions. Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member by the department head in advance of the expiration of his or her appointment, as follows:

(1) not later than 1 March of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
not later than 15 December of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;

at least twelve months before the expiration of an appointment after two or more years of service at the Institute. The Institute will normally notify all faculty members of the terms and conditions of their renewals by 15 March, but in no case will such information be given later than 15 April.

However, should unusual conditions, delay the notice of non-renewal, the faculty member will not be given or entitled to another year’s contract or tenure, as the case may be.

When a departmental decision not to renew an appointment has been reached, the faculty member involved will be informed of that decision in writing by the department head and, if he or she so requests, he or she may be advised of the reasons which contributed to that decision.

Resolving the question of whether a faculty member should be given a written statement of reasons for non-reappointment requires an examination of the needs both of VMI and of the individual faculty member and the decision will be made by the department head. In most instances of non-reappointment a written statement of reasons need not be given.

Appeal of a non-reappointment decision.

If a probationary member of the faculty alleges that inadequate or improper consideration was given and wishes to appeal the notice of non-reappointment, the faculty member shall be required within five days of receiving written notification of non-reappointment, to submit a written appeal addressed to the Deputy Superintendent for Academics and Dean of the Faculty through the department head explaining in detail the reasons for appealing the decision.

Within three working days after receiving the appeal of non-reappointment, the appeal not having been withdrawn, the Deputy Superintendent for Academics and Dean of the Faculty shall appoint an ad hoc committee of three members of the faculty not previously involved in the non-reappointment decision, and not members of the appellant’s department, to determine whether the appeal is justified. The Deputy Superintendent for Academics and Dean of the Faculty will inform the Superintendent of the continuing appeal and the appointment of the committee.

The Ad Hoc Review Committee

a) The ad hoc committee will determine whether the decision was the
result of adequate consideration in terms of the relevant standards of the institution. The review committee will not substitute its judgment for that of the members of the academic department but will serve as a review panel to determine whether the Institute’s rules regarding the decision process were met. The conscientious judgment of the candidate’s departmental colleagues will prevail in order to preserve the invaluable tradition of departmental autonomy in such professional judgments. The review committee may consider the following procedural questions: 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?

b) This three-member review committee will hear the probationary member (if the faculty member wishes to speak), and he or she will be permitted to have an adviser of his or her own choosing who may act as counsel. If the committee chooses to interview the members of the deciding department, neither the probationary member nor his or her adviser will be present at the interviews.

c) Within fourteen (14) working days of having been appointed, this committee will submit to the Deputy Superintendent for Academics and Dean of the Faculty a written report of its findings and recommendations. If the review committee finds evidence that inadequate consideration was given in terms of the relevant standards of the Institute, it will recommend reconsideration by the academic department stating the respects in which it believes the appeal is justified. The Deputy Superintendent for Academics and Dean of the Faculty will forward, within three (3) working days, to the Superintendent the report of the ad hoc Committee and a recommendation for appropriate action. The final decision on the appeal will rest with the Superintendent. If the Superintendent decides there is no basis for the appeal, the original decision of non-reappointment stands and the appellant will be notified in writing by the Superintendent of this decision.

d) If the Superintendent decides that the appeal has merit, he or she will direct the head of the department in which the probationary member was teaching to have the faculty members of the department reconsider their recommendation on the basis of the ad hoc Committee findings and report back to him through the Deputy Superintendent for Academics and Dean of the Faculty, within ten (10) working days. The Superintendent then makes the final decision and notifies the appellant in writing.
III. Tenure Consideration

(A) Before the end of the maximum probationary period specified in 2(C) above, the probationary faculty member will be considered for the possible awarding of tenure as specified in this section. In addition to the time limits specified in 2(C) the probationary faculty member also must be completing the third year of continuous service as a member of the VMI teaching faculty. Although the maximum probationary period is seven years (see Appendix B 2. (C)), tenure consideration normally occurs at the end of the sixth year, so that unsuccessful candidates can perform one additional year of teaching at VMI while they seek employment elsewhere. Further, during the fall semester of the academic year that will include the midpoint of a candidate’s probationary period, the candidate’s department will make a formal preliminary evaluation of his or her progress toward satisfying the Institute’s criteria for tenure (See Appendix B 2. (E) and any other requirements for tenure specific to the department.

The evaluation process will consist of the following steps.

1. All tenured members of the department will meet to discuss the candidate’s strengths and weaknesses and overall progress toward tenure.
2. The department head will prepare a written report of the candidate’s performance, which will be signed by all tenured members of the department. If any tenured member of the department does not concur, he or she may attach a minority report.
3. The department head will meet with the candidate to review the report. The candidate will have two weeks to rebut or challenge any portion thereof. Any necessary clarification should be resolved at the department level.
4. The department head will forward the final report to the Deputy Superintendent for Academics and Dean of the Faculty. The candidate may also forward to the Deputy Superintendent for Academics and Dean of the Faculty such materials as he or she may wish.
5. Should the Deputy Superintendent for Academics and Dean of the Faculty believe that the report does not accurately reflect the views of tenured members of the department, or that the candidate has not been fully informed of those views, the Dean may take appropriate steps to resolve the matter.

B) The Tenure and Promotions Committee.

1. Purpose of the Committee.

The purpose of the Tenure and Promotions Committee is to advance the academic excellence of the Institute by fostering a sound system for faculty advancement and recognition. Specifically, in accordance with governing regulations, the Committee’s function is to evaluate individual faculty performance and to submit recommendations for permanent appointment and promotion. The Committee’s charge requires application of the highest
critical standards at all stages of review and recommendation. This applies especially to the nature and quality of testimony submitted on candidates, thoroughness in procedures of examination, and impartiality and objectivity in the evaluation of all evidence available.

(2) Composition of the Committee.

The Committee is composed of five voting members of the fully promoted tenured faculty serving staggered five-year terms. Four are elected by the tenured faculty with one coming from each of the groups listed below, and one is appointed by the Superintendent. The Chair of the Committee will be the person serving in the fifth year of a term, provided he or she has been on the Committee for at least two years. If not, then the Chair will be appointed by the Superintendent. Elections are administered by the Committee.

For the purpose of the election the four groups are defined as:

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1</td>
<td>Humanities (English, Rhetoric, and Humanistic Studies, History, and Modern Languages and Cultures)</td>
</tr>
<tr>
<td>Group 2</td>
<td>Engineering (Civil and Environmental Engineering, Electrical Engineering, and Mechanical Engineering)</td>
</tr>
<tr>
<td>Group 3</td>
<td>Sciences (Biology, Chemistry, Mathematics and Computer Science, and Physics and Astronomy)</td>
</tr>
<tr>
<td>Group 4</td>
<td>Social Sciences (Economics and Business, International Studies and Political Science, Psychology and Philosophy, and Physical Education)</td>
</tr>
</tbody>
</table>

In an election year, the tenured faculty members of a group may nominate themselves, if fully-promoted, or other fully-promoted tenured members from their department, through the department head. In consultation with the tenured members, the department head may forward to the Dean the name of one candidate who is willing to be guided by the Statement on Faculty Expectations and is willing to commit the necessary time to the work of the committee. The Dean will then certify a slate of candidates to be voted on by their peers within the group.

The names of the nominees will be sent to the Chair of the Committee who will then produce a ballot. Each tenured member in the group will be sent a ballot and asked to vote for one person. In order to be elected a person must receive a majority from the ballots returned. If a run-off is required it will be between the two who received the most votes. The election should be completed by 1 October.

No member of the Committee shall serve concurrently on the Academic Board or hold an administrative position. Only tenured faculty can vote and only fully-promoted tenured faculty can serve the Committee. Eligible persons can be reelected or reappointed without restriction.
If a member of the Committee is unable to serve his or her term, it will be filled by an election or appointment, as appropriate.

(C) The Annual Timetable for Tenure and Promotions Considerations is generally as follows:

1. September - names of candidates for tenure and mid-tenure review are presented by the Deputy Superintendent for Academics and Dean of the Faculty to the Academic Board at its September meeting and to the Tenure and Promotions Committee. The agenda of the September meeting of the Academic Board will list the tenure and mid-tenure review candidates for the information of all faculty and staff. The Deputy Superintendent for Academics and Dean of the Faculty will inform department heads of any member of his/her department who is eligible in terms of years of service for promotion.

In the case of sitting department heads who are eligible for promotion to full professor, the Deputy Superintendent for Academics and Dean of the Faculty will appoint another department head to serve as principal evaluator of his/her candidacy. In such cases, senior members of the candidate’s department will be interviewed individually by the Tenure and Promotion Committee during the spring deliberation period.

2. 1 October - the deadline for the return of ballots in years when elections are held

3. Between 1 October and 15 November - each head of an academic department who has one or more candidates for tenure or mid-tenure review holds a meeting of the tenured members of his or her department to discuss the granting of tenure to the candidate(s) from that department, or to assess the progress toward tenure in mid-tenure review cases. The department head is required at the meeting to obtain a formal vote from the tenured members of the department and to transmit the numerical results of the vote along with his or her written recommendation of the candidate(s) to the Tenure and Promotions Committee through the Deputy Superintendent for Academics and Dean of the Faculty. Each head of an academic department who has one or more faculty members eligible for promotion by virtue of years of service will make a determination on their eligibility based on the relevant Institute standards for promotion. If the department head determines that the faculty member meets all of the Institute standards for promotion, he or she will consult with members of his/her department, at the same or higher rank as the eligible’s potential new rank, to discuss the qualifications of the eligible(s) for promotion. The department head is required to obtain a formal vote from these members of his/her department, and submit a letter to the Tenure and Promotions Committee through the Deputy Superintendent for Academics and Dean of the Faculty that includes the numerical results of the vote along with the department head’s
recommendation for/against promotion.

(4) 1 December the Deputy Superintendent for Academics and Dean of the Faculty receives written recommendations from the department heads involved, for all faculty members who are under consideration for promotion, mid-tenure review, or tenure. Candidates’ mid-tenure, tenure and/or promotion electronic portfolio will be transmitted by the candidate to the department head and the Associate Dean for Academic Affairs by the most expeditious means. The department head may then share the information with tenured members of the department. Information that is not permitted to be submitted in electronic format may be transmitted to the department head and the Associate Dean for Academic Affairs in hard copy and will be made available to the tenured members of the department and the tenure and promotion committee in that form. The Associate Dean for Academic Affairs will be responsible for developing, implementing, and maintaining a security policy for electronically submitted materials.

Any member of the faculty and staff may request an appearance before the Committee.

(5) Between 1 December and 20 January - selection of alternate and replacement members of the Tenure and Promotions Committee, if necessary

(6) 20 January - interviews concerning candidates for tenure and mid-tenure review begin with the department head and continue with the tenured members of the candidate’s department, any tenured faculty who requests to be heard, and other persons whom the Committee may request to appear. Regarding candidates for promotion: At its discretion, the Tenure and Promotions Committee may conduct interviews with the department head and members of each candidate’s department, at the same or higher rank than the candidate’s potential new rank. Faculty members under review for tenure or promotion may be interviewed by the Committee either by the Committee’s request or by petition of the candidate in the case she or he wishes to personally respond to the department letter or to offer a significant update to his/her application materials.

Sitting members of the Tenure and Promotions Committee with the rank of associate professor will not participate in the deliberations or vote concerning candidates for promotion to full professor. An appropriate replacement will be selected according to the procedures outlined in paragraph D) (2) d) below.

(7) 1 March – the Tenure and Promotions Committee reports are submitted to the Deputy Superintendent for Academics and Dean of the Faculty.

(8) Between 1 March and 15 March – Department heads may schedule a meeting with the Deputy Superintendent for Academics and Dean of the
Faculty to discuss the Tenure and Promotions Committee reports before recommendations are forwarded to the Superintendent. The Deputy Superintendent for Academics and Dean of the Faculty shall base his recommendation to the Superintendent on the following:

a) Materials related to the candidate's annual performance evaluations, including but not limited to the candidate’s personal annual reports and the department head’s written annual evaluations;

b) The written report of the candidate's performance submitted by the department head in accordance with Section III (A)(4), above;

c) Any materials submitted by the candidate in accordance with Section III (A)(4), above;

d) The written record of the departmental vote and the department head's recommendation for or against tenure or promotion, submitted in accordance with Section III(C)(3), above;

e) The candidate's electronic portfolio described in Section III(C)(4), above, and hard copies of materials not permitted to be submitted in electronic format;

f) The Tenure and Promotion Committee reports submitted in accordance with Section III(C)(7), above;

g) Meetings between the Deputy Superintendent for Academics and Dean of the Faculty with any member of the Tenure and Promotions Committee or other party relevant to the candidate’s performance relative to the Statement on Faculty Expectations; Any meeting between the Dean and other parties under this paragraph will be part of the written record, and;

h) Meeting(s) between the Deputy Superintendent for Academics and Dean of the Faculty and the department head as described in this Section, above.

15 March - the completed Tenure and Promotion’s Committee reports are presented to the Superintendent. Tenure candidates are notified by the Superintendent (approvals) or Deputy Superintendent for Academics and Dean of the Faculty (denials), as soon as practicable. Promotion and mid-tenure review candidates are notified by the Deputy Superintendent for Academics and Dean of the Faculty as soon as practicable.

Candidates for promotion that are approved by the Superintendent are submitted by the Superintendent to the Board of Visitors for approval.
(D) Committee Procedures.

(1) External.

a) The committee is free to request any member of the VMI faculty or staff to appear for an interview regarding a candidate for tenure or promotion.

b) In certain instances, the Committee may wish to request information or an interview from persons outside VMI. Such requests must be approved by the Deputy Superintendent for Academics and Dean of the Faculty.

c) The Committee always asks for full and factual information about the qualifications of candidates. It, therefore, welcomes written statements from the faculty and staff or requests to appear before the Committee to present information. This privilege extends also to the candidate, who may request to appear before the Committee.

(2) Internal.

a) A member must absent him or herself from the deliberations and voting upon candidates for tenure, mid-tenure review, and promotion from his or her own department.

b) All decisions (tenure, mid-tenure reports, and promotions) must be made by a full Committee of five faculty members.

c) A member must absent him or herself from the deliberations and voting upon a candidate if a conflict of interest warrants such a withdrawal.

d) If any member must be absent, then the Chair of the Tenure and Promotions Committee will select a replacement member from a pool composed of previous members of the Tenure and Promotions Committee. Whenever possible, the replacement member will be selected from the same group as the absent member.

(E) Criteria Applied by the Committee in Arriving at Recommendations for Tenure.

The departmental recommendation of a candidate for tenure is based on the observations of the department while the decision of the Tenure Committee must take into account the whole VMI community. The decision to grant tenure is based on the judgment that this action is in the long-term best interest of the Institute. The Committee considers the candidates’ demonstration of the following attainments (see Appendix D, Faculty Performance Review & Compensation Plan):
Teaching

The candidate is an excellent teacher as defined by the Institute’s Statement on Faculty Expectations.

Scholarly Engagement

1. The candidate holds a terminal degree in his or her academic discipline.
2. The candidate engages in research, scholarship, and/or creative work in his or her discipline, as defined in the Institute’s Statement on Faculty Expectations.
3. The candidate contributes to the advancement of his or her discipline by quality publications, presentations of research, scholarship, and/or creative work, as defined in the Institute’s Statement on Faculty Expectations.
4. The candidate maintains professional certifications and memberships where appropriate to his or her discipline.

Professional Citizenship

1. The candidate has established a consistent record of rapport and productive work with other faculty and staff members.
2. The candidate has been an effective working member of academic or administrative committees consistent with the Institute’s Statement on Faculty Expectations.
3. The candidate supports the Institute’s unique and comprehensive educational mission.

Cadet Development

1. The candidate has been an effective academic mentor and adviser for cadets.
2. The candidate has contributed to cadet development through organization and/or participation in academic or extracurricular activities for cadets consistent with the Institute’s Statement on Faculty Expectations.

The judgment that a faculty member demonstrates these accomplishments does not, in itself, automatically justify the award of tenure.
Tenure Quotas.

There is no fixed limitation or percentage of tenured positions in the Institute as a whole or in any given academic department. In order to maintain flexibility, each department will attempt to maintain at least one non-tenure track position for every five tenured faculty positions. The Deputy Superintendent for Academics and Dean of the Faculty will take this into consideration in preparation of specific conditions in letters of appointment. The Institute maintains the right to determine when and how many tenured positions will exist.

Tenure Approval.

If the Committee recommends tenure, and the Superintendent approves, the faculty member is notified by the Superintendent as soon as practicable.

Procedures for Notices of Denial of Tenure.

When the Committee votes not to recommend tenure, the action is reported through the Deputy Superintendent for Academics and Dean of the Faculty to the Superintendent for approval. If the Superintendent concurs, the Deputy Superintendent for Academics and Dean of the Faculty is instructed to immediately write to inform the faculty member of the decision. If the faculty member who has been denied tenure so requests, he or she may be advised in writing of the reasons which contributed to the decision.

Appeal of a Decision Denying Tenure.

1. It is intended that the probationary period be truly probationary; consequently, there must be times when tenure is denied. The decision to deny tenure is governed by what is considered best for the Virginia Military Institute. The decision to award tenure is a predictive judgment that in the long term the faculty member will prove indispensable to the academic and military life of the Institute.

2. If a candidate for tenure alleges that inadequate consideration was given and wishes to appeal the notice denying him or her tenure, he or she shall be required, within five working days of receiving notification of denial, to submit a written appeal addressed to the Deputy Superintendent for Academics and Dean of the Faculty explaining in detail his or her reasons for appealing the tenure decision.

3. Within three working days after receiving the candidate’s appeal, the appeal not having been withdrawn, the Deputy Superintendent for Academics and Dean of the Faculty shall appoint an ad hoc committee of three tenured members of the faculty, not previously involved in the tenure decision, to determine whether the appeal is justified. The Deputy Superintendent for Academics and Dean of the Faculty will inform the Superintendent of the continuing appeal and the appointment of the committee.
(4) The Ad Hoc Review Committee.

a) The *ad hoc* committee will determine whether the decision was the result of inadequate consideration in terms of the relevant standards of the Institute.

b) This committee will hear the candidate if he or she wishes, and the candidate is permitted to have an adviser of his or her own choosing who may act as counsel. The committee may request the appearance before it of any person involved in the process that has led to tenure denial. Neither the candidate nor his or her adviser will be present during the interview of other faculty members.

(5) The review committee will not substitute its judgment for that of the Tenure Committee concerning the professional qualification of the appellant but will serve as a review panel to determine whether the Institute’s rules regarding the tenure process were followed.

(6) Within fourteen (14) working days of having been appointed, the committee will submit to the Deputy Superintendent for Academics and Dean of the Faculty a confidential report of its findings and its recommendations. The Deputy Superintendent for Academics and Dean of the Faculty will forward this report, with his recommendations for appropriate action, to the Superintendent within five (5) working days. The final decision on the appeal will rest with the Superintendent. If the Superintendent decides there is no basis for the appeal, the original decision not to award tenure stands.

(7) If the Superintendent decides that the appeal is justified, he will direct the Tenure and Promotions Committee to reconsider on the basis of the findings of the *ad hoc* Committee and report back to him within fourteen (14) working days. In its reconsideration the Committee will consult with the academic department of the candidate. The Superintendent then makes the final decision and notifies the appellant in writing.

**IV. Criteria Applied by the Committee in Arriving at Recommendations for Promotion**

(A) The criteria for promotion to Associate Professor are the same as the criteria considered for granting tenure listed above (3 (E), also, Appendix D, Faculty Performance Review & Compensation Plan).

(B) The criteria for promotion to Full Professor are:

**Teaching**

1. The candidate will set the standard in this domain by showing evidence of outstanding teaching during his or her time as an Associate Professor as defined by the Institute’s Statement on Faculty Expectations.
2. The candidate will demonstrate leadership in the development of curriculum in the department and/or in the use of innovative teaching practices where appropriate

**Scholarly Engagement**

The candidate will show evidence of leadership within the department in the area of scholarship by some combination of scholarly activity as defined in the Institute’s Statement on Faculty Expectations including mentoring junior colleagues in their scholarly efforts, providing contributions in his or her field (e.g., by publishing in more distinguished journals, presentations of research, scholarship, and/or creative work at more distinguished venues, etc.), securing grants that lead to scholarly output, publishing book-length manuscripts in his or her field, organizing or taking a leadership role in conferences, consulting, or by some other method that truly exhibits scholarly engagement meriting the rank of full professor.

**Professional Citizenship**

1. The candidate will show leadership within the department and the Institute in their service activities by serving on committees, including as chair when requested, and making substantial contributions to the work of those committees.

2. The candidate will show evidence of leadership in and service to professional organizations beyond the Institute consistent with the Institute’s Statement on Faculty Expectations.

**Cadet Development**

The candidate will lead, stimulate, mentor, and partner with his or her students, thereby modeling the academic, professional, military, and/or athletic life for them in accordance with the Institute’s Statement on Faculty Expectations.

V. **Performance Evaluation for Faculty**

In order to ensure the continued vitality of the faculty, an annual performance evaluation is made within the academic department of both tenured and non-tenured faculty. This evaluation is conducted in accordance with the procedures outlined in the Faculty Performance Review & Compensation Plan (Appendix D) and Statement on Faculty Expectations.

VI. **Termination of Appointment by Faculty Member**

Faculty members may terminate their appointments effective at the end of an academic year, provided that they give notice in writing at the earliest possible opportunity, but not later than 15 May, or 30 days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.
VII. Termination of Appointments by the Institute (Continuous Tenure or for a Specified Term)

(A) Introduction.

(1) Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the Institute only for adequate cause.

(2) Dismissal.

a) If termination takes the form of a dismissal for cause, it will be pursuant to the procedure specified in Paragraph 8.

b) Dismissal removes tenure, a status previously granted. As such, it is different from non-reappointment or denying tenure and requires more elaborate procedures.

(B) Financial Need

(1) Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur under extraordinary circumstances because of a bona fide financial need of the Institute.

(2) If the Superintendent issues notice to a particular faculty member of an intention to terminate the appointment because of financial need, the faculty member will have the right to a hearing before a faculty committee. The hearing need not be conducted as a trial. The issues in this hearing may include only:

a) The existence and extent of the condition of financial need. The burden will rest on the administration to show the existence and extent of the financial need prompting the decisions.

b) The validity of the educational judgments and the criteria for identification for termination.

c) Whether the criteria are being applied in a bona fide manner in the individual case.

(3) If the Institute, because of financial need, terminates appointments, it will not at the same time make new appointments 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.

(4) Before terminating an appointment because of financial need, the Institute, with faculty participation, will attempt to place the faculty member concerned in another suitable position within the Institute.

(5) In all cases of termination of appointment because of financial need, the faculty member concerned will be given notice and consideration as prescribed in Paragraph 11.

(6) In all cases of termination of appointment because of financial need, the position of the faculty member concerned will not be filled by a replacement within a year unless the former faculty member has been offered reinstatement and a reasonable time within which to accept or decline the offer.

(C) Discontinuance of Program or Department not Mandated by Financial Need.

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 

bona fide formal discontinuance of a program or department of instruction. The following standards and procedures will apply.

(1) The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof. (“Educational considerations” do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the Institute as a whole will be enhanced by the discontinuance.)

(2) Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the Institute will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, available financial and other support for such training will be proffered. If no position is available within the Institute, with or without training, the faculty member’s appointment then may be terminated. If the appointment is terminated, the Superintendent may determine what, if any, payments will be made beyond the effective date of termination, and he may take into account the length and quality of service of the faculty member.

(3) A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a full hearing before a faculty committee. The hearing need not conform in all respects with a proceeding conducted pursuant to Paragraph 8, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in such a
hearing may include the Institute’s failure to satisfy any of the conditions specified in this section. In such a hearing a faculty determination that a program or department is to be discontinued will be considered presumptively valid, but the burden of proof on other issues will rest on the administration.

(D) Termination for Medical Reasons.

Termination of an appointment with tenure, or of a probationary or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached only after there has been appropriate consultation 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 Tenure Committee before a final decision is made by the Board of Visitors on the recommendation of the administration.

(E) Review.

In cases of termination of appointment, the Board of Visitors will be available for ultimate review.

VIII. Dismissal Procedures

(A) Adequate cause for a dismissal will be related, directly and substantially, to the fitness of faculty members in their professional capacities. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or fundamental rights of American citizens. These procedures do not apply to non-reappointment or tenure decisions.

(B) Preliminary Procedures.

Dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term, will be preceded by the following.

(1) Discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement;

(2) Informal inquiry by an ad hoc faculty committee which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the Superintendent;

(3) A statement of charges, framed with reasonable particularity by the
Superintendent or the Superintendent’s delegate.

(C) Formal Dismissal Procedures.

A dismissal will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by the Tenure and Promotions Committee. Members deeming themselves disqualified for bias or interest will remove themselves from the case either at the request of a party or on their own initiative. Each party will have a maximum of two challenges without stated cause.

1. Pending a final decision by the hearing committee, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member’s status through the Institute’s hearing procedures, the administration will consult with the Tenure Committee concerning the propriety, the length, and the other conditions of the suspension. A suspension which is intended to be final is a dismissal, and will be treated as such. Salary will continue during the period of suspension.

2. The hearing committee may, with the consent of the parties concerned, hold joint pre-hearing meetings with the parties in order to (i) simplify the issues, (ii) effect stipulations of facts, (iii) provide for the exchange of documentary or other information, and (iv) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.

3. Service of notice of hearing with specific charges in writing will be made at least twenty (20) working days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges or asserts that the charges do not support a finding of adequate cause, the hearing committee will evaluate all available evidence and rest its recommendation upon the evidence in the record.

4. The committee, in consultation with the Superintendent and the faculty member, will exercise its judgment as to whether the hearing should be public or private.

5. During the proceedings the faculty member will be permitted to have an academic adviser or counsel of the faculty member’s choice.

6. At the request of either party or the hearing committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer. Such observer shall not be permitted to participate in the hearings in any manner whatsoever.

7. A verbatim record of the hearing or hearings will be taken and will be available for inspection or copying by the faculty member, at the faculty
member’s request.

(8) The burden of proof that adequate cause for dismissal exists rests with the Institute and will be satisfied by a preponderance of the evidence in the record considered as a whole.

(9) The hearing committee may grant adjournments to enable either party to investigate evidence to which a valid claim of surprise is made.

(10) 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 insofar as it is prudent for it to do so.

(11) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses, disclose their statements, and if legally required, provide for interrogatories. In addition, if the circumstances warrant, in the interest of justice, a telephone deposition may be acceptable provided that the cost is borne by the party seeking it.

(12) In the hearing of charges of incompetence, the testimony may include that of qualified faculty members from this or other institutions of higher education.

(13) The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

(14) The findings of fact and the decision will be based solely on the hearing record.

(15) 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 or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the Board of Visitors of the Institute. The Superintendent and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.

(16) 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 Superintendent. If the Superintendent rejects the report, he will state the reasons for doing so, in writing, to the hearing committee and to the faculty
member, and provide an opportunity for response before transmitting the case to the Board of Visitors. 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. Such possible penalties may include, but are not limited to, oral reprimand, written reprimand, loss of salary, and loss of rank.

IX. **Action by the Board of Visitors**

(A) If dismissal or other severe sanction is recommended, the Superintendent will, on request of the faculty member, transmit to the Board of Visitors, the record of the case. The Board’s review will be based on the record of the committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearings or by their representatives. The decision of the hearing committee will either be sustained, or the proceeding 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 Visitors will make a final decision only after study of the committee’s reconsideration.

(B) Section 23-103 of the Code of Virginia states that the Board of Visitors may remove a professor “for good cause; but no order to remove a professor shall be made without the concurrence therein of a majority of the whole number of the Board of Visitors, and the Board shall forthwith communicate to the governor a full statement of the reasons for making the removal.”

X. **Procedures for Imposition of Sanctions Other than Dismissal**

(A) If the administration 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, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined in Paragraph 8 will govern such a proceeding.

(B) If the administration believes that the conduct of a faculty member justified imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member 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 committee for such action as may be appropriate.

XI. **Terminal Salary or Notice**

If the appointment is terminated, the Board of Visitors in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the
length and quality of service of the faculty member.

XII. **Academic Freedom and Protection Against Discrimination**

(A) All members of the faculty, whether tenured or not, are entitled to academic freedom. In this context the administration acknowledges the 1940 Statement of Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges and the American Association of University Professors.

(B) All members of the faculty, whether tenured or not, are entitled to protection against illegal or unconstitutional discrimination by the Institute, or discrimination on a basis not demonstrably related to the faculty member’s professional performance, including but not limited to race, sex, religion, national origin, age, physical handicap, or marital status.

XIII. **Complaints of Violation of Academic Freedom or of Discrimination in Non-reappointment**

If a faculty member on probationary or other nontenured appointment alleges that a decision against reappointment was based significantly on considerations violative of (1) academic freedom or (2) governing policies on making appointments without prejudice with respect to race, sex, religion, national origin, age, physical handicap or marital status, the allegation will be given preliminary consideration by an ad hoc committee appointed for this case only by the Superintendent and instructed by him, which will seek to settle the matter by informal methods. The allegation will be accompanied by a statement that the faculty member agrees to the presentation, for the consideration of the faculty committees, of such reasons and evidence as the Institute may allege in support of its decision. If the difficulty is unresolved at this stage, and if the committee finds evidence that the allegations have merit, it may recommend that the matter be heard in the manner set forth in Paragraphs 7 and 8, except that the faculty member making the complaint is responsible for stating the grounds upon which the allegations are based, and the burden of proof will rest upon the faculty member. If the faculty member succeeds in establishing a prima facie case, it is incumbent upon those who made the decision against reappointment to come forward with evidence in support of their decision. Statistical evidence of improper discrimination may be used in establishing a prima facie case.

XIV. **Administrative Personnel**

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. An administrator who alleges that a consideration violative of academic freedom, or of governing policies against improper discrimination as stated in Paragraph 12, significantly contributed to a decision to terminate or not renew his or her appointment to an administrative post, is entitled to the procedures set forth in Paragraph 13.

XV. **Political Activities of Faculty Members**

Faculty members, as citizens, are free to engage in political activities. Where necessary, leaves of absence without pay may be given for the duration of an election campaign or a
term of office, on timely application, and for a reasonable period of time. The terms of such leave of absence will be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that time spent on such leave will not count as probationary service unless otherwise agreed to in advance.
C. FACULTY GRIEVANCE PROCEDURES

I. Objective

To afford an immediate and fair method for the resolution of disputes which may arise between faculty members, including department heads, or between the faculty and the administrative staff of Virginia Military Institute. The Board of Visitors has stipulated, however, that these procedures are not to be construed as applicable to the settlement of personal differences outside the parameters of the profession, as an employee of VMI and of the Commonwealth of Virginia.

II. Policies

A grievance shall be a complaint raised by a faculty member regarding the application, meaning or interpretation of personnel policies and procedures affecting his or her status. All complaints shall be given attention and remedies sought, in recognition of the generally accepted principles that any matter affecting the morale of a faculty member should be of equal concern to the entire VMI faculty administration. Grievances may be raised between two or more faculty members, belonging to the same or to different academic departments, between a faculty member and his or her department head, and between a faculty member and a member of the administrative staff.

The following shall not be grievable except where the faculty member can show that established policies or procedures were not followed or applied fairly; i.e.;

1. negotiation of salaries or faculty benefits.
2. work activity accepted by the faculty member as a condition of employment.
3. the contents of established policies of the Institute.
4. reduction in faculty positions due to demonstrable bona fide financial exigencies.
5. failure to receive a merit increase or to receive a promotion.
6. non-reappointment and tenure consideration, which are subject to appeal according to procedures specified in Appendix B.

The classification of a complaint as “non-grievable” shall not be construed to restrict any faculty member’s right to seek or the administration’s obligation to provide customary administrative review of complaints outside the scope of the grievance procedure.

In further recognition of the principle of academic freedom that appears in the Faculty Handbook, it shall be the right of every faculty member filing a grievance to have a representative of his or her choice and to present witnesses and evidence in support of his or her case throughout all proceedings, with complete freedom from reprisal. The grievant must bear any cost in employing representation or in preparing or presenting his or her case. It is to be understood, however, that provisions set forth in this document do not
confer the right upon anyone concerned to make slanderous or libelous statements in the presentation of testimony, either oral or written.

III. Procedures

(A) Step One: Informal Reconciliation.

A faculty member shall first attempt to have a satisfactory resolution of his or her complaint through the informal channels at his or her disposal. In most cases the grievant will first discuss his or her complaint with his or her department head. At the request of either, the Deputy Superintendent for Academics and Dean of the Faculty may be asked to participate in these informal discussions. If, however, the grievance raised is against the faculty member’s own department head, or if the grievant is a department head, then the Deputy Superintendent for Academics and Dean of the Faculty may be called in immediately as an informal mediator. In all cases of interdepartmental grievances, the Deputy Superintendent for Academics and Dean of the Faculty should be informed by the grievant, through his or her department head if appropriate, and the Deputy Superintendent for Academics and Dean of the Faculty should be present at any informal reconciliation meeting. In interdepartmental grievance cases, the grievant should, even at the informal step, submit his or her complaint in writing.

(B) Step Two: Formal Grievance Hearing.

If attempts to resolve his or her grievance dispute through the informal channels outlined above do not succeed to the faculty member’s satisfaction, the grievant may petition the Deputy Superintendent for Academics and Dean of the Faculty, stating his or her grievance in writing, within seven (7) days after the last informal meeting for the convening of the Grievance Hearing Panel. The grievant must suggest an appropriate remedy in his or her petition.

IV. Grievance Hearing Panel (GHP)

(A) Membership.

(1) The GHP shall be composed of five (5) full-time tenured faculty members, excluding department heads and any faculty member who also holds an administrative position.

(2) Members shall be drawn from an elected pool of sixteen (16) full-time tenured faculty. Each of the following four groups shall elect four (4) representatives to the pool:

Group 1  English, Rhetoric, and Humanistic Studies, History, and International Studies and Political Science

Group 2  Civil and Environmental Engineering, Electrical and Computer Engineering, and Mechanical Engineering.
Group 3 Biology, Chemistry, Applied Mathematics, Computer and Information Sciences, and Physics and Astronomy.

Group 4 Economics and Business, Modern Languages and Cultures, Psychology, and Physical Education.

(3) Election procedure.

a) An election officer shall be responsible for conducting elections to the pool in the four groups. For the initial election, this function shall be exercised by the Deputy Superintendent for Academics and Dean of the Faculty. In subsequent elections, the pool already empaneled shall meet to elect an administrative chair.

b) The administrative chair’s sole function shall be to conduct the election procedure for future members of the pool.

c) He or she shall send via campus mail a list of names of the eligible faculty in each group to that group’s members. Each member shall vote for four (4) representatives. The four receiving the highest number of votes shall be elected to the pool. In case of a tie, a run-off election shall be held.

(4) Terms of service in the pool.

a) A member elected to the pool shall serve for two years. He or she may be reelected to another two-year term but may not serve more than two such terms consecutively. He or she shall become eligible for election again after an interval of two years, when he or she may serve another two consecutive two-year terms before becoming ineligible. A term of service shall begin with the first general faculty meeting of the new academic year.

b) A special election may be called by the pool chair at any time in order to fill an unexpired term of service. Such an election shall be administered in the same way outlined in paragraph 3 above.

(5) The names of pool members will be published at the beginning of each academic year.

(B) Procedure for Convening.

When the Deputy Superintendent for Academics and Dean of the Faculty has received a petition to convene the GHP, he or she shall, within five (5) working days, submit the list of sixteen members in the pool to each side in the dispute. Each party will have three working days within which to select two (2) GHP
members from the list. If both parties select the same member (or members), then
the grievant shall select another member (or members). The four members thus
chosen shall meet to choose a fifth, who shall be a member of the pool. The five
GHP members shall then select a chair to preside at its hearings.

(C) Disqualification of Members for Cause.

(1) A faculty member elected to the pool may disqualify himself/herself from
sitting on the GHP convened to hear a case because of possible conflict of
interest, personal bias, or any other reason deemed sufficient by all parties
concerned.

(2) In any event, no faculty member from the pool may serve on the GHP
convened at the request of a member of his or her department, nor may any
one serve who belongs to the same department as any party involved in the
case.

(3) Notice of disqualification for cause shall be reported to the Deputy
Superintendent for Academics and Dean of the Faculty, and if a person
refuses to disqualify himself/herself and it is apparent that good cause
exists, the Deputy Superintendent for Academics and Dean of the Faculty
may disqualify that member of the committee, and the party who chose the
person initially will select a replacement from the list.

(D) Authorities and Responsibilities of the GHP.

(1) The GHP shall have the responsibility to interpret the application of
appropriate policies and procedures in each grievance case. It does not have
the prerogative to formulate or to change policies or procedures.

(2) The GHP has the function of determining whether the complainant has a
legitimate grievance, and if so, of recommending an appropriate remedy to
the Superintendent.

(3) The GHP shall set the time for the hearing, which shall be held as soon as
practicable, but not more than ten (10) full working days after the panel has
been constituted. Written notice of the hearing shall be sent by the panel
through the Deputy Superintendent for Academics and Dean of the Faculty
to all parties concerned, and panel members shall have copies of the written
grievance in their possession at least five (5) days in advance of the start of
the hearing.

(4) The GHP shall have sole authority to conduct its proceedings, but the
following procedures shall be observed:

a) The panel chair shall establish panel procedures. He or she shall
determine the rules of order for a particular hearing.
b) All parties involved must be present at all sessions and all panel members must also be present.

c) The panel shall determine the propriety of attendance at the hearing of persons not having a direct interest in the hearing.

d) A complete tape/transcript of all proceedings shall be kept and copies made available at cost to all parties upon request. A typewritten transcript will be provided at cost to the party requesting the transcript.

e) The panel may at the beginning of the hearing ask for statements clarifying the issues involved.

f) Exhibits, when offered by either side in a dispute, may be received in evidence by the panel, and when so received, shall be marked and made part of the records.

g) Both parties, or their representatives, shall then present their claims, evidence and witnesses who shall submit to questions or other examination. The panel may, at its discretion, vary this procedure but shall afford full and equal opportunity to all parties and witnesses for presentation of any relevant material.

h) The parties may offer evidence and shall produce such additional evidence as the panel may deem necessary to an understanding and determination of the dispute. The panel shall be the judge of relevancy and materiality of the evidence offered. All evidence shall be taken in the presence of the panel and of the parties.

i) The panel chair shall specifically inquire of all parties whether they have any further proofs to offer or witnesses to be heard. Upon receiving negative replies, the chair shall declare the hearing closed.

j) The hearings may be reopened by the panel on its own motion or upon application of a party for good cause shown at any time before its recommendation is made to the Superintendent.

(5) A majority vote by panel members shall be sufficient in all its determinations.


a) The GHP’s report shall be filed in writing with the Superintendent by the panel chair not later than fifteen (15) full working days after completion of the final hearing. A copy of the GHP’s report shall be made available to all parties in the case.
The GHP’s report shall include separate paragraphs discussing the following items: the issue, the evidence, arguments, findings and recommendations. Other appropriate items may be included in the report.

V. Disposition by the Superintendent

Upon receiving the report from the GHP, the Superintendent shall have fifteen (15) working days in which to make a final disposition of the case. His decision shall be made in writing to all parties in the grievance via the chair of the GHP and the Deputy Superintendent for Academics and Dean of the Faculty. A copy of his decision shall also be sent to the Board of Visitors.

VI. Concluding Notes

The parties to the grievance, by mutual agreement, and the GHP chair, may extend any or all of the time periods established in this procedure. Failure by the faculty member to process a grievance within the time limits, or agreed-upon extension, shall constitute termination of the grievance.

Nothing in this procedure shall contravene Executive Order Number One issued by the Governor on Equal Employment Opportunity.
D. FACULTY PERFORMANCE REVIEW & COMPENSATION PLAN

INTRODUCTION

The purpose of the *Faculty Performance Review & Compensation Plan* is to encourage full-time faculty members in their pursuit of total educational excellence consistent with the *Statement on Faculty Expectations*. The Institute's long-term objective in this regard is:

"In sum, faculty at VMI are recruited, developed, and rewarded on the basis of their performance (or potential performance) in four primary domains that express the core values of the Institute’s academic program: teaching, scholarly engagement, professional citizenship, and cadet development. Encouraging superior performance in these four areas strengthens the faculty and bolsters the overall quality and reputation of the academic program our cadets experience."

"For full-time faculty, these domains are monitored and developed through four institutional systems: 1) the tenure and promotion process; 2) a faculty development program; 3) post-tenure review; and 4) the merit pay process." (*Statement on Faculty Expectations*, May 2002)

Performance criteria are those defined in the *Statement on Faculty Expectations* for each of the four primary domains. The *Statement on Faculty Expectations* provides detailed explanation of the criteria belonging to each domain and appropriate to academic rank.

PERFORMANCE REVIEW

Primary Evaluator

The department head is the primary evaluator of faculty performance. Department heads are faculty members and, as such, are subject to the same review process as other faculty members. The primary evaluator for department heads is the Dean of the Faculty.

Annual Report and Evaluation

Each full-time teaching faculty member, regardless of tenure status or grade, submits an annual report for the 12 month period ending 16 May that presents evidence in support of performance in each of the four domains. The annual report is submitted to the department head by 31 May. All members of the faculty submit an annual report and are evaluated by the department head on an annual cycle.

The annual report may take the form of a letter to the department head and may include individual sections addressing each of the four domains and a more broadly encompassing narrative. Regardless of the form, it is incumbent on the faculty member to explicitly address contributions in all four performance domains. The faculty member should summarize and reflect on the noteworthy activities, achievements, or problem areas for each domain in a clear and concise narrative with explicit reference to two questions: "What did I do well?" and "What can I do better?" Supporting documents may be provided as desired, but the principal document to be used in the evaluation is the annual report.
For all full-time faculty members, the department head provides a narrative evaluation making reference to the same two questions noted in the annual report: “What did the faculty member do well?” and “What can the faculty member do better?” In form, the evaluation is prepared as a cover letter to the annual report. The evaluation must address all four domains and cannot use great strengths in a certain domain as an excuse or rationale for not meeting the standard in other domains. The department head should strive to provide the faculty member (and the Institute) with a clear, unambiguous statement of the faculty member's performance. The department head provides an overall rating, reflecting the department head’s summative assessment of the whole range of a faculty member’s work. The overall ratings are:

Exceeds Expectations: This rating indicates a unique and exceptional accomplishment in any particular domain during the rating period. It may also be used for a faculty member who displays a consistently high level of performance in all areas of the statement of faculty expectations. A brief summary rationale should accompany this overall rating. Exceeding expectations is not required for tenure or promotion.

Meets Expectations: This rating indicates that faculty are meeting expectations commensurate with their academic rank consistent with the Statement on Faculty Expectations. The department head should provide some useful commentary. If this is not clearly the case across the four domains, then the evaluator does not serve the better interests of the faculty member with this rating since an inaccurate picture of performance is created. It is best to define in specific terms any deficiencies with a downgraded rating so that decisive action to improve performance is possible.

Does not Meet Expectations: This rating indicates that the criteria of the Statement on Faculty Expectations are not being met and applies equally to all members of the faculty regardless of tenure or academic rank. A clear explanation and recommendations for improvement in particular domains should be provided. For tenure-track and non-fully promoted faculty members, this rating prompts action to correct deficiencies in support of the case for tenure and promotion and does not preclude a favorable determination for tenure or promotion where corrective action is successfully implemented.

Although the dialogue in the annual reports and evaluations is between the primary evaluator and the faculty member, the Dean reviews all the evaluations and annual reports of faculty. The Dean's review provides a check for consistency among departments and allows him or her to remain informed of faculty progress and accomplishments. The Dean does not rate faculty, but may review ratings with department heads and may request reconsideration or require additional justification. The Dean may annotate an evaluation. The Dean arbitrates disagreements in ratings between faculty members and department heads and, in such cases, provides a written summary of his or her opinion to be included with the evaluation and annual report.

The Dean discusses each evaluated faculty member's performance with the department head early in the fall semester each year, but no later than 15 October. After their meetings with the Dean, Department heads meet at least once annually with each member of their faculty to review performance.
Faculty members are provided a copy of their written evaluations by 1 September. They will review and provide any written responses to their evaluations by 15 September. Department heads immediately forward the evaluations, the faculty annual reports, and any faculty comments to the Dean. In addition, faculty members may write evaluations of their department head's performance and send them directly to the Dean by 15 September.

The annual report and the department head's evaluation are a matter of record and are placed in the faculty member’s personnel file.

**Comprehensive Review**

In addition to the annual report and evaluation, full-time faculty hired into non-tenure track, non-probationary appointments shall undergo a comprehensive performance review conducted by the Tenure and Promotions Committee in the spring semester of their third year of employment. This review will be conducted using the same procedures followed during mid-tenure reviews (Appendix B, III, D) and will evaluate the faculty member’s performance against the Statement on Faculty Expectations (Appendix B, III, E). The purpose of the Comprehensive Review is to provide the faculty member with feedback on his/her performance so that he/she may address performance issues and be better prepared for conversion into a tenure-track position in the event one becomes available. However, the conduct of a Comprehensive Review shall not under any circumstances be interpreted as a promise, or as an indicator, that conversion into a tenure-track position is pending.

After the initial Comprehensive Review, Department Heads may request subsequent Comprehensive Reviews at intervals of no less than three years for any faculty members in non-tenure track, non-probationary appointments. Additionally, should a faculty member be placed in a tenure-track position after having received a Comprehensive Review as a non-tenure track, non-probationary faculty member, the department head may request that the Comprehensive Review serve as the faculty member’s mid-tenure review so that the faculty member may be reviewed for tenure as early as the spring of the sixth year of employment.

**In-Depth Review**

In cases where a tenured faculty member does not meet expectations three times within any five-year period, he or she is subject to an in-depth evaluation. The faculty member being reviewed, the department head, or the Dean may request an in-depth evaluation of the faculty member’s performance at any time, but normally by 30 October. The request for an in-depth evaluation is made through the department head to the Dean.

For the in-depth evaluation, the Dean selects a department head outside of the faculty member's department to serve as chair of a review committee and will appoint a member of the Tenure and Promotions Committee, also outside of the faculty member's department, to be a member of this committee. The faculty member under review may request an additional tenured VMI faculty member be added to the review committee. In the case of an in-depth evaluation of a department head, the review is conducted by two other department heads selected by the Dean. The department head being reviewed may request an external evaluator, either another department head or a tenured VMI faculty member, be added to the review committee.
The documentation used in preparing the faculty member's annual report and other relevant materials acceptable to the faculty member and the reviewing committee are used for the in-depth evaluation. The review committee evaluates the faculty member's performance in each of the four domains, and submits a report of its findings and recommendations to the Dean.

The Dean initiates in-depth evaluations of faculty members on or before 15 November. The faculty member notified of having an in-depth evaluation meets with his or her department head and, together, they develop a written Plan of Action that outlines goals, specifies activities to meet those goals, and provides a timetable to complete the activities and achieve the goals. The Plan of Action is submitted to the review committee.

The chair of the review committee submits the committee's report and the Plan of Action to the Dean by 1 December. The Dean promptly reviews the report and Plan of Action with the department head and the faculty member.

Annual evaluations of the faculty member during the term specified in the Plan of Action specifically address progress toward meeting the goals outlined in the Plan of Action. The department head meets periodically with the faculty member during the specified term to monitor progress. These meetings are documented. A faculty member who does not achieve the Plan of Action goals within the agreed upon timetable, usually one year after the completion of the Plan of Action, is subject to dismissal in accordance with the procedures specified in Appendix A, “Academic Freedom and Tenure,” of the Faculty Handbook.

In-depth reviews are not performed for tenure-track faculty.

COMPENSATION

Salary Increases

Faculty salaries are reviewed annually to determine increases necessary to bring all faculty salaries into conformance with the salary model as described in the Faculty Handbook. Conformance means that all members of the faculty are being paid at least the minimum salary defined by the model. No effort will be made to adjust downward salaries that are above those recommended by the model. In years when funds are available for salary increases, the Deputy Superintendent and Dean of the Faculty may apply the available funds as follows:

- Provide all faculty with a uniform salary increase. Salary increases will be applied to all faculty members except those who do not meet expectations in each of the two preceding evaluation cycles, for which no salary increase will be applied.

- Provide targeted salary increases towards conformance to the salary model. Targeted salary increases will be applied until the total salary, not including administrative supplements/stipends, defined by the model is achieved. Targeted salary increases may be applied to all faculty members except those who do not meet expectations in each of the two preceding evaluation cycles.

Faculty members promoted to the next rank will receive a salary raise equal to the higher of five percent of their current total salary before promotion or $3,000. Promotion salary increases will
normally be made in the year in which the promotion takes effect. In the event a faculty member is promoted in a year in which all faculty members receive a fixed percentage salary increase, the promotion salary increase will be applied after the fixed percentage salary increase.

**Performance Bonuses**

Bonuses are paid to each faculty member whose annual performance exceeds expectations. Bonuses are awarded each year with the amount of each bonus determined by equally distributing the total funding available for bonuses to all faculty members who qualify for a bonus, which includes department heads. Those holding Institute Professorships and Institute Chairs are not eligible for bonuses because they already receive performance compensation as part of their professorship or chair awards.

**Appeals**

Faculty members who wish to appeal decisions regarding evaluations may do so through the Faculty Grievance Procedures specified in Appendix C of the *Faculty Handbook*.

**CALENDAR**

The faculty performance review calendar is presented in the table below:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 May</td>
<td>Performance review year ends. Review period extends from May 17 through May 16 of each year.</td>
</tr>
<tr>
<td>31 May</td>
<td>Faculty annual reports are due to department heads and department head annual reports are due to the Dean.</td>
</tr>
<tr>
<td>1 September</td>
<td>Faculty members receive evaluations from department heads for review and comment.</td>
</tr>
<tr>
<td>15 September</td>
<td>Faculty members’ comments and responses to evaluations are due to department heads. Department heads forward faculty annual reports and evaluations to the Dean.</td>
</tr>
<tr>
<td>15 October</td>
<td>The Dean completes review of annual reports and evaluations in meetings with department heads. Department heads initiate meetings with faculty members.</td>
</tr>
<tr>
<td>30 October</td>
<td>Requests for in-depth evaluations due to the Dean.</td>
</tr>
<tr>
<td>15 November</td>
<td>In-depth evaluations are initiated by the Dean.</td>
</tr>
<tr>
<td>1 December</td>
<td>Faculty members’ Plans of Action Reports, submitted through the in-depth review committee, and the reports of the in-depth evaluations review committee due to the Dean.</td>
</tr>
<tr>
<td>15 December</td>
<td>Salary adjustments, salary increases and bonus decisions are announced. This date is flexible pending State funding decisions.</td>
</tr>
<tr>
<td>30 December</td>
<td>Performance bonuses are disbursed.</td>
</tr>
</tbody>
</table>
E. COURSE EVALUATION FORM

Course Evaluation Form

This survey is intended to broaden the understanding of the instructor's efforts to create an atmosphere conducive to learning, of how well you perceive the instructor is filling his/her role as a teacher, and of your efforts to learn materials covered in the course.

The survey will be used by the instructor to make appropriate adjustments in the course structure and/or teaching methods to promote teaching excellence. It is one of several tools used by the department head to evaluate the instructor's efforts to maintain high teaching standards.

Instructions: Comment on each statement and then score the question based on what you have written.

<table>
<thead>
<tr>
<th>Course number/section:</th>
<th>Instructor:</th>
<th>Semester:</th>
</tr>
</thead>
</table>

1: Tests, homework, and other assignments allowed me ample opportunity to show what I know and were consistent with course material.
Comment:

Circle the rating as supported by your comment: Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree

2: The instructor was available if I wanted to meet outside of class for help with, or because of my interest in, course topics.
Comment:

Circle the rating as supported by your comment: Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree

3: The instructor maintained a classroom atmosphere conducive to learning.
Comment:

Circle the rating as supported by your comment: Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree

4: The instructor demonstrated interest in my success in this course.
Comment:

Circle the rating as supported by your comment: Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree
5: The instructor defined course expectations and objectives, and covered the material outlined in the syllabus. Comment:

Circle the rating as supported by your comment:  Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree

6: The instructor returned graded work promptly and provided feedback to promote learning. Comment:

Circle the rating as supported by your comment:  Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree

7: What course activity provided the most intellectual stimulation? Which was least stimulating? Explain why.

8: What was particularly effective about this instructor’s teaching?

9: What suggestions would you make to this instructor for improving the opportunity for students to learn?

10: My out-of-class time investment in this course was worthwhile. Comment:

Circle the rating as supported by your comment:  Strongly Disagree • Disagree • Neutral • Agree • Strongly Agree

I worked ___ hours out of class during a normal week for this course.