



# VIRGINIA MILITARY INSTITUTE

**FACULTY HANDBOOK**  
**SEPTEMBER 2022**

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<b>Record of Recent Changes</b>		
<b>Section/Page Number</b>	<b>Changes Made</b>	<b>Date</b>
Timetables for tenure and mid-tenure review; promotion, pp. 38 & 40	Corrected the date on which the candidate files are sealed to December 14 to match the date dept. head recommendations are due to the Dean.	9/11/21
Statement of Terms of Appointment, p. 34	Changed the description of full-time appointments to permit special appointments to tenure track positions (related to new Secondary Academic Appointments policy)	9/11/21
Secondary Academic Appointments, p. 71	Added new policy.	9/11/21
Comprehensive Review, p. 31	Amended the policy to clarify that full-time, non-tenure track faculty not required to perform in all four evaluation domains are not be required to undergo a comprehensive performance review.	1/29/22
Faculty Development Leave Program, p. 64	Added that faculty who are granted leave are expected to return to VMI for a period of time at least equal to the period of leave.	1/29/22
Externally Sponsored Faculty Development Leaves, p. 64	Added new policy.	1/29/22
Faculty Self Evaluation Report and the Process of Evaluation, p. 29	Clarified the Dean's role in faculty evaluations and the relationship between evaluation ratings and tenure and promotion decisions.	4/30/22
Standards for Faculty Expectations, p. 20	Clarified expectations regarding the mentorship of junior faculty by full professors pertinent to the evaluation domains of Teaching and Professional Citizenship.	4/30/22
Academic Program Organization and Administration p. 7	Updated Academic Program Organization Chart	4/30/22
Non-reappointment of a Special Appointment, p. 37	Added a section to clarify the timeline for notification of non-renewal for faculty employed under "special appointments."	9/21/22
Appeal of a Decision Denying Reappointment or Tenure, p. 49	Removed "probationary" from section 8.b. to clarify that non-probationary faculty may appeal a notice of non-reappointment.	9/21/22
Standards for Faculty Expectations, p. 20	Established evaluation standards for Instructors and Lecturers equivalent to the Handbook's existing expectations for Assistant Professors.	9/21/22

FACULTY HANDBOOK, SEPTEMBER 2022<sup>1</sup>  
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<sup>1</sup>SEPTEMBER 2022 *Handbook* approved by the Board of Visitors on 21 September 2022

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## **I. INTRODUCTION**

### **A. STATEMENT OF PURPOSE**

The purpose of the *VMI Faculty Handbook* is to present the policies and procedures as they apply to VMI's Teaching and Research faculty (henceforth referred to as "faculty"). The *Handbook* is meant to inform and guide the faculty as well as the administration. It is to be distinguished from other useful documents such as the [Academic Regulations](#) and [General Orders](#), which are procedural, binding regulations or directives for faculty, cadets, and/or the entire VMI community.

The *Handbook* will be revised as the Institute's policies evolve. Any changes in policies and procedures will be voted on by the Academic Board. All significant changes will be tabulated by date in the *Handbook*. An updated version will be posted online, and faculty will be notified so that they may stay aware of the changes.

### **B. STATEMENT ON ACADEMIC FREEDOM**

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<sup>2</sup>.

Academic freedom is the freedom to teach, both in and outside the classroom, to conduct research and to publish the results of those investigations, and to address any matter of institutional policy or action whether or not as a member of an agency of institutional governance. Professors should also have the freedom to address the larger community with regard to any matter of social, political, economic, or other interest, without institutional discipline or restraint, save in response to fundamental violations of professional ethics or statements that suggest disciplinary incompetence and making every effort to indicate that he or she is not an institutional spokesperson.<sup>3</sup>

### **C. STATEMENT ON PROFESSIONAL ETHICS**

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these

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<sup>2</sup> Excerpted from the American Association of University Professors' (AAUP) (2015) *Policy Documents and Reports* ("Redbook") (11<sup>th</sup> ed.), p. 14.

<sup>3</sup> Excerpted from the AAUP's (2015) Redbook (11<sup>th</sup> ed.), p. 128.

interests must never seriously hamper or compromise their freedom of inquiry<sup>4</sup>.

## **D. 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, life sciences, natural sciences, social sciences, and the humanities. The Institute aims to provide 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 Strategic Plan is supported by The Academic Program Operations Plan, which delineates the mission, vision, goals, and organization specific to VMI's academic program (see also section II. D.).

## **E. HISTORY**

The Virginia Military Institute is America's first state-sponsored military college. 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 mission of the new college was to create Citizen-Soldiers for Virginia and the nation. Founding Superintendent, Major General Francis H. Smith and Colonel Claudius Crozet, President of the Board of Visitors, established a sound academic

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<sup>4</sup> Excerpted from the AAUP's (2015) Redbook (11<sup>th</sup> ed.), p. 145.

curriculum designed to imbue the Corps of Cadets with discipline and spirit. The class of 1842 graduated 16 cadets. The corps moved into the Alexander Davis-designed gothic revival Barracks in 1851. Much expanded over the past 170 years, but the 1851 structure still fulfills its original mission.

During the Civil War, the Institute played a vital part in training Confederate soldiers. With over 1,800 serving, VMI graduates ranked among the best officers of the South; 19 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, Virginia 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, General Breckenridge committed the cadets to battle where they joined in a heroic charge on the Union lines. Ten cadets died as a result of their participation in the battle; 47 wounded. Never before or since has an American college student body participated as a unit in a pitched battle.

Following the Civil War, reconstruction was slow and hard, and with much sacrifice, the Institute reopened in 1866. Over 2,000 VMI alumni – or 82% of those eligible – took part in WWI in the Army, Navy, and Marine Corps of the United States, as well as in the British, French and Chinese armies. Of this number, 1,200 were commissioned officers, over eighty percent of whom engaged in combat. VMI casualties totaled 200, and decorations for bravery, 108.

During World War II, VMI contributed more than 4,100 VMI 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, Operation Enduring Freedom, Operation Iraqi Freedom, and other military operations across the world.

Reflective of its role as the school of the Citizen-Soldier, the Institute has produced eleven Rhodes Scholars and seven Medal of Honor recipients. Perhaps the most distinguished graduate is 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 in the Army to the five-star rank of General of the Army and 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. Marshall received the Nobel Prize for Peace in 1953; the only military officer so recognized.

Another notable graduate is Jonathan Myrick Daniels, Class of 1961, who was murdered during the Civil Rights Struggles of the 1960s. Daniels 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." In 2001, President Jimmy Carter became the first recipient.

Today, VMI awards the Bachelor of Arts or Science in 14 majors. All 1,700 men and women of the Cadet Corps are required to enroll in one of the four branches of the Reserve Officer Training



Corps, but commissioning upon graduation is optional. The academically and physically challenging program of the Institute ranks among the top colleges and universities in America.

## **II. ORGANIZATION AND ADMINISTRATION**

### **A. 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 or her signature, he or she delegates to the Board the 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 seventeen 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.

### **B. VMI ORGANIZATION CHART**

The VMI Organizational Chart is [here](#)

### **C. ACCREDITATION**

#### 1. Institutional Accreditation

Virginia Military Institute is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award Bachelor of Arts and Bachelor of Science degrees. Questions about the accreditation of Virginia Military Institute may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org)).

#### 2. Program Accreditation

The Economics and Business program is accredited by the [Association for the Advancement of Collegiate Schools of Business \(AACSB\) International](#). All three of VMI's engineering programs, Mechanical, Electrical and Computer, and Civil and Environmental, are accredited by the Engineering Accreditation Commission of [ABET](#), Inc. The Chemistry program is approved by the [American Chemical Society](#).

### **D. ACADEMIC PROGRAM ORGANIZATION AND ADMINISTRATION**

#### 1. Mission, Vision, and Goals of the Academic Program

##### a. 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.

b. 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, life sciences, natural sciences, social sciences and the 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 their teaching excellence, mentorship of cadets, 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.

c. Goals — Academic Program Operations Plan

The Academic Program Operations Plan sets forth the academic learning and operational goals on an annual basis (see section II.D.4.a).

2. Academic Organization and Leadership Duties [see [Institute Regulations, Part 1, Section 2-2](#)].

The Academic Program is directed by the Deputy Superintendent for Academics and Dean of the Faculty, whose principal subordinates are the Associate Dean for Academic Affairs and the Associate Dean for Academic Administration and Planning. Other reporting units include fifteen academic Department Heads, three ROTC Department Heads, the Director of Preston Library, the Registrar, the Director of the Institute Writing Center, the Director of the Math Education and Resource Center (MERC), the Director of the Office of Career Services (OCS), and the Director of the Office of Global Education (OGE). The Director of Undergraduate Research and the Director of the Miller Academic Center (MAC) report to the Dean through the Associate Dean for Academic Affairs.

a. Deputy Superintendent for Academics and Dean of the Faculty

The Deputy Superintendent for Academics and Dean of Faculty (hereafter referred to as “the Dean”) is the Chief Academic Officer of the Institute and as such is responsible for the coordination and implementation of academic programs and policies as determined by the Superintendent and the Board of

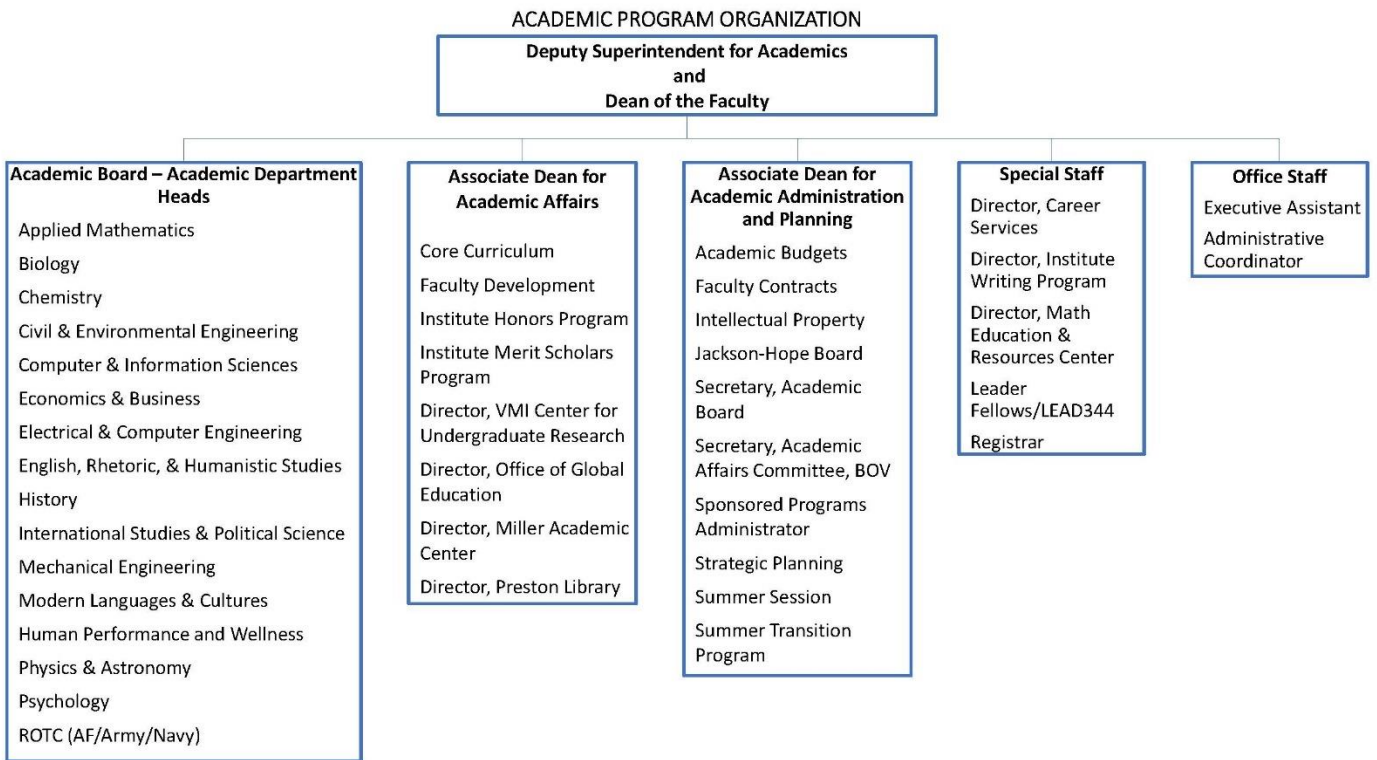
Visitors.

b. Department Heads [see [Institute Regulations Part I, Chapter 2-2.2](#)]

The heads of each academic department (henceforth referred to as “Department Heads”) are appointed by the Superintendent, on the recommendation of the Dean, who consults with members of each department when making the recommendation. Appointments are for an indefinite period of time, subject to review at no more than 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. Department Heads are responsible for the coordination and implementation of academic programs and policies within their department. Department Heads are the primary evaluators of faculty in their departments. The Dean is the primary evaluator of all Department Heads.

c. Academic Board [see [Institute Regulations Part I, Chapter 3](#)]

The Academic Board is the governing body of the academic program at VMI. It comprises the Dean, academic Department Heads, and such other members of the faculty and staff as may be designated by the Superintendent. It is charged with the responsibility to formulate and recommend academic policy, and to enforce approved academic policy.



d. 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 her or his or hers designated official. The Superintendent is *ex officio*, a member of all committees, and the Dean 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.

e. [Academic Divisions and Departments](#)

The Academic Program is organized into fifteen academic departments and three Reserve Officer Training Corps (ROTC) departments. These departments are further grouped by divisions.

3. Faculty Meetings

a. General 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 Superintendent. Special meetings of the Faculty may be called by the Superintendent or the Dean.

b. Department Faculty Meetings

The departmental faculty meeting is the primary means 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 once a month to discuss the agenda and actions taken at the most recent Academic Board meeting. Department Heads must appoint someone to keep minutes and take attendance at each meeting. These are filed for later reference by faculty members, faculty returning from leave, or new faculty members.

4. Academic Planning, Reporting, and Assessment

a. Academic Program Operations Plan and Report

VMI's annual academic learning and operational goals are set forth in the Academic Program Operations Plan (APOP). The Dean, with advice from the

Academic Planning and Review Committee (APRC), a sub-committee of the Academic Board, is primarily responsible for crafting this plan. The Dean presents the APOP to the Academic Board in August of the current academic year. The plan is then submitted to the Superintendent for review. It is then adopted for that academic year. During the academic year, the Academic Board and other support staff review the current plan as needed. At the end of the academic year, the Dean, with the assistance of the APRC, submits an APOP Progress Report that addresses progress made toward goals.

b. Department Annual Reports

Department Heads and Program Directors submit annual reports to the Dean's office on or before 1 July. The Dean then forwards these reports to the Superintendent for his or her review. These reports are an important part of the institutional strategic planning process.

c. [Internal and External Review Processes for Departments and Academic Support Programs](#)

Reviews of departments and Academic Support Programs are intended to contribute to the overall improvement of VMI's educational programs. The review process is designed to indicate areas of achievement, as well as areas that may require attention, including the utilization of resources. Its purpose is to facilitate positive change and offer all programs the opportunity to orient their activities according to professional standards and Institute needs.

d. Assessment

Department Heads (or appointed delegates) and Directors of Academic Support Programs, at the direction of the Dean, and in consultation with the Director of Institutional Assessment and Evaluation, are responsible for the evaluation and assessment of program outcomes and student learning outcomes. Part of this responsibility includes the submission of an Annual Report documenting assessment/evaluation efforts in conformance with [General Order 77](#), as well as the management of periodic internal and external reviews. The APRC coordinates the review process for academic programs.

e. Substantive Changes to Academic Curriculum and Programs

All changes to VMI's academic program and curriculum must be according to the procedures in [General Order 84, Purpose Statement](#).

## E. KEY PUBLICATIONS

The *Faculty Handbook* is one of many Institute publications that establish policies and procedures governing the operations of the Institute. The following are some of the key publications with which faculty should be familiar in order to effectively perform their duties and responsibilities.

### 1. [VMI Regulations](#)

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

[Overarching Regulations](#) provide background on the history of the establishment of the Institute, and provide a broad overview of the Institute's organizational structure, governance and operations.

[Part I – Organization and General Administration](#) provides detailed information on the Institute's organizational structure, including the roles of the Dean's Office, academic Department Heads, the Academic Board, and the instructional faculty. In addition, Part I provides information on cadet admissions, academic classification, graduation and accounting.

[Part II – Internal Organization, Administration and Military Instruction of the Corps of Cadets](#) describes the authority and responsibility of the Office of the Commandant in the day-to-day administration of the life of the members of the Corps of Cadets.

[Part III – Cadet Regulations \(The Blue Book\)](#) outlines the regulations governing the Corps of Cadets and provides broad guidelines for cadet standards and conduct.

[Part IV – Academic Regulations](#) establish the requirements with which cadets must comply in completing an academic course of instruction in order to graduate from the Institute and provide guidance to faculty about such requirements.

[Part V – Athletic Regulations](#) provide guidance to the Department of Intercollegiate Athletics on their respective duties and responsibilities in order to ensure compliance with the philosophy and regulations of the National Collegiate Athletic Association, the Southern Conference, the Virginia Military Institute, and any other conferences or sport associations of which the Institute is a member.

### 2. [Chief of Staff Publications](#)

Communications to staff, faculty, cadets, and employees originate from the Office of the Chief of Staff and are of four general types (please click on the links):

- a. [General Orders](#) are of broad application and of major importance. While faculty should be familiar with all General Orders, the following is a list of those that are

of particular importance to the faculty:

- (1) [General Order 1](#) – Operating Rules of the Institute. Provides guidance identifying where the cadet will be and which activities are authorized to be scheduled, and by whom, during specific periods.
- (2) [General Order 9](#) – Family Educational Rights and Privacy Act (FERPA). Constitutes the VMI policy on educational rights of our cadets concerning their records, as well as on the privacy and disclosure of cadet information.
- (3) [General Order 12](#) – Sponsored Programs Policy. Provides procedures for submitting proposals to outside sponsors for instruction, research, training, service, or other related project support that involves specific requirements for performance on the part of the Institute.
- (4) [General Order 13](#) – Statement on Equity. Establishes the Superintendent’s expectations on maintaining a culture of civility and mutual respect.
- (5) [General Order 14](#) – Intellectual Property Policy. Provides policies regarding the ownership, protection, assignment, and use of intellectual property such as patentable inventions and copyrights that are developed at the Institute.
- (6) [General Order 16](#) – Discrimination, Harassment, Sexual Misconduct and Retaliation Policy. Establishes clearly and unequivocally that VMI prohibits discrimination, harassment, sexual misconduct, and retaliation by individuals subject to its control or supervision, and sets forth procedures by which such allegations shall be filed, investigated and adjudicated.
- (7) [General Order 25](#) – Workplace Violence Prevention Policy. Addresses the Institute’s position on the prevention, reduction, and management of violence to provide a safe working and learning environment for our cadets, employees and visitors at all Institute owned, controlled, or leased properties.
- (8) [General Order 46](#) – Code of Ethics. Establishes the Institute’s commitment to the highest ethical standards in the furtherance of its mission, its belief in ethical, legal and professional behavior in all of dealings inside and outside the Institute.
- (9) [General Order 57](#) – Salary Supplements and Stipends. Defines the use and application of salary supplements and stipends as additional compensation for Institute employees.
- (10) [General Order 79](#) – Distinguished Visitor and Speaker Policy. Establishes the standard procedures and guidelines for the invitation and approval of distinguished guests and speakers to Post.
- (11) [General Order 80](#) – Faculty and Staff Uniform and Customs Requirements. Outlines the requirements for the appropriate wear of military



uniforms at VMI, and establishes the guidelines for basic military customs and courtesies and the use of military titles. In addition, it provides guidance on the acquisition, alteration, maintenance, and replacement of faculty/staff military uniforms.

(12) [General Order 85](#) – Inappropriate Relationships Between Faculty/Staff and Cadets. Sets forth the expectations of all members of the faculty and staff with respect to engaging in personal relationships with cadets.

(13) [General Order 86](#) – American With Disabilities Act for Employees. Provides guidelines to employees to ensure compliance with the *Americans with Disabilities Act of 1990* (ADA), the *Rehabilitation Act of 1973* (Revised), and the *Americans with Disabilities Amendments Act 2008* (ADAAA).

- b. Special Orders are concerned with personnel matters, such as faculty promotions and appointments, Cadet Corps appointments, and cadet status, e.g., cadet withdrawals, cadet probation, and cadet penalties.
- c. Numbered Memoranda cover a wide range of subject matter of less general interest or importance than General Orders, e.g., announcing Dean’s List, Academic Merit.
- d. Memoranda for restricted distribution of informal, unofficial, or special information are used when the material does not readily fall into one of the other categories.

When acting for the Superintendent, other staff officers—including, but not limited to, the Dean, the Deputy Superintendent of Finance and Administration, the Chief of Staff, the Director of Admissions, the Registrar, the Commandant of Cadets—may 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 to VMI’s website. Faculty and staff are expected to monitor e-mail and the website daily.

### 3. [The Academic Catalogue](#)

The Academic Catalogue is the primary document describing the Institute’s Academic Program. It describes the program mission and vision; majors, minors, and concentrations; and academic support services. It covers all admissions requirements, costs, and available financial aid, and it details the curricular requirements that comprise the Core Curriculum and major degree requirements.

### 4. [The New Cadet Handbook](#)

The purpose of the New Cadet Handbook is to provide information to “Rats” necessary to their transition from civilian life to life as a new cadet at the Institute. It can also be a useful reference for faculty who wish to familiarize themselves with the

military aspects of cadet life. In addition, the “Glossary of Common VMI Terms” can be especially helpful in understanding the unique terms used by cadets in their daily lives.

## **F. VIRGINIA MILITIA AND CORPS OF CADETS**

### **1. 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. Retired officers and reserve/National Guard officers currently serving are normally allowed to wear the uniform of their service component.

Pursuant to Virginia Code § 44-117, officers of VMI shall be commissioned officers of the Virginia Militia, unorganized, and subject to orders of the Governor. Appointment to the Virginia Militia requires a faculty member to wear a uniform while on duty.

### **2. Commissions**

Provision for commissioning faculty members is in the Code of Virginia, [VMI Regulation, Part I, Chapter 4](#). 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

### **3. 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, full-time faculty will normally be commissioned in the Virginia Militia, provided they meet the criteria for commissioning.
- 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, provided they meet the criteria for commissioning.
- 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.

#### 4. Military Customs and Courtesies — Wearing the Uniform

The Protocol Office's guide to *Wearing the Virginia Militia Uniform and Military Courtesies* and [General Order 80 \(Faculty and Staff Uniform Customs Requirement Policy\)](#) offer current uniform information.

#### 5. Insignia Worn by Virginia Militia and U.S. Service Officers

The U.S. Department of Defense's website provides a chart of U.S. Service Officer insignia that serves as a guide for insignia worn by Virginia Militia.  
<https://dod.defense.gov/About/Insignias/Officers/>

The VMI Protocol Office (540-464-7784) is the point of contact for questions regarding uniforms or military courtesy.

#### 6. 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, consisting of five companies each. There are nine line companies: Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, 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.

For more information about cadet life and the regimental system, including a useful glossary of terms, see the [New Cadet Handbook](#).

### G. CADET ORGANIZATIONS

#### 1. The General Committee

The General Committee is authorized by the Superintendent to maintain the standards of the Corps of Cadets through behavioral guidelines and class privileges enforced by the Corps. It consists of the class officers of the upper three classes. The General Committee upholds the standards and traditions that bring honor to VMI and reflect creditably on the Corps.

#### 2. The Honor Court

The VMI Honor Code maintains the high standards traditionally attributed to VMI cadets by seeking to instill in all cadets the desire to conduct themselves according to the code of an honorable cadet, who will neither lie, cheat, steal, nor tolerate those who do. The Honor Code is the heart of VMI. It pervades every activity of the Corps—personal, academic, athletic, and military—and presents a rigid standard by which all cadets must live. The Honor Court administers the Honor System. It consists of fourteen members, seven elected from the First Class and seven from the Second Class. If a cadet is found guilty by a jury of his or her peers of a violation of the Honor Code there is only one penalty: dismissal from the Institute.

### 3. The Cadet Regiment

The Regimental System is, after the Honor Code, the most enduring aspect of VMI. 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 staff.

### 4. Cadet Clubs and Activities

There are numerous clubs, club sports and extracurricular activities available to cadets at VMI. Under the supervision of the [Office of Cadet Life](#), the cadet staff of the Regimental S6 (Athletics) and S7 (Cadet Life) manage the clubs and activities which provide numerous leadership, special interest, social, and recreational opportunities for cadets. Under the supervision of the [Office of the Dean](#), several Academic clubs provide opportunities for cadet leadership and learning.

Each academic year, clubs are either activated or suspended based on the participation of cadets. New clubs often start up every year in response to the interests expressed by the Corps of Cadets. For more information, see [Clubs Policy, General Order 67](#).

## **H. SEPARATELY INCORPORATED ORGANIZATIONS AFFILIATED WITH VMI**

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

### 1. 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.

### 2. 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 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.

3. 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 co-curricular 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.

4. 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.

5. 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.

6. VMI Research Laboratories

The VMI Research Laboratories (VMIRL) is an external, 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. EXPECTATIONS AND RESPONSIBILITIES OF FACULTY MEMBERS**

#### **A. INTRODUCTION**

The faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their field of study is to seek and to state the truth as they see it. To this end, they devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty.

As teachers, the faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly standards of their discipline. They demonstrate respect for students as individuals, and adhere to their proper role as intellectual guides and counselors. They make every reasonable effort to foster honest academic conduct and to assure that the evaluation of students reflects their true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation of students for personal advantage and acknowledge significant assistance from them. They protect their students' academic freedom.

As colleagues, the faculty have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, they show due respect for the opinions of others, acknowledge the contributions of others to the discourse, and strive to be objective in their professional judgment of colleagues. Faculty members accept their appropriate share of responsibility for the governance of their departments and the institution.

As members of their institution, the faculty seek above all to be effective teachers and scholars. They observe the stated regulations of the institution, provided they do not contravene academic freedom, while maintaining their right to criticize and seek revision. They determine the amount and character of the work they do outside of the institution with due regard to their paramount responsibilities within it.

As members of a Senior Military College with a unique mission, the faculty strive to serve as mentors and role models for cadets, supporting the military environment within which their students operate.

As members of the general community outside of academe, faculty have the same rights and obligations as any citizen. They measure their civic engagement in light of their responsibilities to their discipline, their students, and their institution. When they speak or act as private individuals, they avoid creating the impression that they are speaking or acting for their school. (Members of the Virginia Militia should avoid wearing a uniform when attending public forums or public debates. As a courtesy, the VMI Office of Communications and Marketing should be informed of media interviews on Institute grounds.)

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

## **B. DEFINITIONS**

A full-time faculty member at VMI is one whose employment is based upon an official contract, appointment, or agreement with the Institute, and whose major assignments are in teaching, research, service to the Institute, the department, and the profession, and cadet mentorship. VMI normally adds members to its full-time faculty by means of probationary (tenure-track) appointments. Full-time faculty positions may also be non-probationary (non-tenure-track). See Section V.

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

## **C. STATEMENT ON FACULTY EXPECTATIONS**

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

VMI values 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. VMI expects faculty to engage their disciplines in vital ways and to apply that engagement through innovative teaching and scholarly activity, including research conducted with cadets. VMI expects 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. The Institute expects faculty to participate actively and broadly in cadet development, providing counsel and 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 developed, and rewarded on the basis of their performance, and recruited on the basis of their 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) Performance Bonus Program. Part-time faculty, and faculty on term and contract appointments, 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.



## D. STANDARDS FOR FACULTY EXPECTATIONS

This section describes the standards by which faculty are evaluated in the four domains. The Institute does not intend, and will discourage, any attempt by departments or other evaluators to render these expectations as mere "checklists" of activities to be completed in order to achieve a certain rating or evaluation. The goal of this section 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; and supervision of undergraduate research.

- a. Instructor/Lecturer/Assistant Professor. The instructor/lecturer/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 instructor/lecturer/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, which may include teaching observations and advice on pedagogical approaches and delivery. Department Heads may formally assign a specific professor to serve as a professional mentor to a specific junior faculty member; but formal mentorship assignments are not required, and the absence of a formal mentorship arrangement does not relieve professors of their responsibility to mentor junior faculty in the teaching domain.

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; and research conducted with undergraduates.

- a. Instructor/Lecturer/Assistant Professor. The instructor/lecturer/assistant professor presents evidence of scholarly engagement through pursuing and sharing the results of scholarly inquiry in his or her field(s). The instructor/lecturer/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. Instructor/Lecturer/Assistant Professor. The instructor/lecturer/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, which may include advice on how to manage service responsibilities, conform to military protocols, and advance departmental initiatives, and/or assistance in managing projects or academic and co-curricular activities. Department Heads may formally assign a specific professor to serve as a professional mentor to a specific junior faculty member; but formal mentorship assignments are not required, and the absence

of a formal mentorship arrangement does not relieve professors of their responsibility to mentor junior faculty in the professional citizenship domain.

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.

a. Instructor/Lecturer/Assistant Professor. The instructor/lecturer/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.

## **E. FACULTY RESPONSIBILITIES**

1. Academic Regulations. Faculty members must become familiar with the [Academic Regulations](#). When changes are made to the *Regulations*, faculty are notified and the updated *Regulations* are made available through the Institute's website.

2. Regularity and Promptness. Faculty are expected to meet their classes regularly and promptly at the times and places scheduled. They are expected to dismiss classes promptly when the bell rings terminating the period. Faculty may not cancel a class of their own volition. If circumstances prevent a class from meeting, the class should be rescheduled, in accordance with [Academic Regulations](#). If prevented by any reason from meeting his or her class, the faculty member should inform the Department Head as soon as practicable.

3. Office Hours. Faculty are expected to make themselves available for consultation with students. Each faculty member will set regular office hours, consistent with departmental policies and [General Order 1](#), post a schedule on his or her office door, and make provisions to schedule appointments with cadets who cannot meet during the posted office hours.

4. 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 should make the return of papers his or her first priority upon completion of his or her other business.

5. 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 deadlines for graduation candidates).

If a grade change is required because of an error in computation, transcription, or the resolution of an incomplete course, the faculty member will submit a correction through his or her Department Head to the Registrar on the VMI Grade Change or Incomplete form, in a timely fashion.

6. Course Coordination. Each Department Head is responsible for the instruction given in all courses in his or her department. In the case of multi-sectioned courses where different faculty are offering sections of the same course, the Department Head may designate a faculty member as the professor in charge of the course. In case of courses designated as Core Curriculum courses, the Department Head with the approval of the Dean, will designate a course coordinator.

7. Course Syllabi and Testing. For every course, each cadet must be given a written syllabus (either in hard-copy or electronic format) which provides information about the learning goals, objectives and requirements of the course, the nature of the course content, the methods of evaluation to be employed, and all relevant work for grade policies consistent with [Academic Regulations](#). 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 a minimum of two years.

8. Disability Policy. Faculty members must comply with the VMI [Policy and Procedures for Students with Disabilities](#).

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. The following disability statement 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 the Director of Disabilities Services, for more information, (540) 464-7667.*

There are several reasons why a syllabus statement is critical:

- a. The statement normalizes the academic accommodation process and helps create a positive and welcoming environment for cadets with disabilities.
  - b. The statement serves as a reminder to cadets who need academic accommodations that these arrangements need to be made in a timely manner.
  - c. The statement emphasizes a collaborative process for ensuring federally mandated academic accommodations
9. Record of Cadet Absences. The faculty member is responsible for keeping an accurate record of the attendance of each cadet in his or her section. Cadets should be allowed to inspect at any time the record kept concerning their attendances (see [Academic Regulations](#) regarding class attendance, maximum allowable absences, and faculty reporting thereof).
10. 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 his or her Department Head to the Dean of the Faculty for an academic delinquency. (See “Academic Delinquency,” in the [Academic Regulations](#)).
11. Department 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 appropriate uniform properly. Faculty serve as role models for cadets with respect to professional and military bearing and deportment. The nature and purpose of VMI requires all employees to present a neat and well-groomed appearance when on duty and especially when associating with cadets. Non-uniformed faculty will be neatly attired per guidance (please see [General Order 80, Faculty and Staff Uniform and Customs Requirements](#))
- Faculty members must comply with [General Order 45, Tobacco Use Policy](#), including the prohibition on use of tobacco in or within 50 feet of VMI-owned buildings. 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 container. 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 [General Order 2, Alcohol and Controlled Substance Policy](#).
12. Outside Professional Activity. The *Statement on Faculty Expectations* (SFE) includes opportunities for faculty to engage in professional activities outside the Institute. Such outside activity may include, but is not limited to, research away from VMI,

consulting, teaching outside the regular curriculum, and leadership roles in professional societies, whether or not for pay.

Such activities should only be engaged in with the full knowledge and consent of the Department Head. Such activities will normally not exceed ten hours per week or, in the case of outside teaching, a course or courses should not exceed 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. These restrictions do not apply to periods covered by vacation and annual leave.

Outside activities involving a commitment of specific days or hours in every workweek must be approved by the Department Head involved prior to the making of a commitment.

13. Enforcement of Institute Regulations. It is the duty of faculty members to enforce *Institute Regulations* and *General Orders*. Any suspected violations of Institute regulations or General Orders of a significant nature must be reported directly and promptly to the Department Head and the proper Institute official. However, faculty should not hesitate to take immediate corrective action before making such a report.

Faculty 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. A matter of sufficient weight that it reflects discredit upon the Institute or the Corps of Cadets should be reported immediately to the Commandant.

14. 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 faculty suspect any violation of the Honor Code, they shall not confront or reprimand the cadet but shall formally report the evidence of violation in writing to their Department Head, giving detailed information, and attaching any pertinent graded documents. The Department Head will inquire into the circumstances of the suspected violation and decide whether the collected evidence justifies referral. The confidential evidence collected and a memorandum outlining the inquiry will then be referred to the Dean. All faculty are expected to support and uphold the VMI Honor System.

15. Faculty Advisers. Faculty are expected to serve as advisers to cadets as one means of contributing to cadet development (please see Section III, subsection C, *Statement on Faculty Expectations*).

Cadets are assigned faculty advisers by the department in which they major. The faculty adviser program is designed to serve four purposes as follows:

- a. 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

regular availability for guidance or consultation.

- b. To work with cadets and respond to the parents of advisees regarding the progress and welfare of their sons or daughters at VMI, and to be available to each parent for consultation as needed, but only in accordance with FERPA regulations.
- c. To provide academic counseling related to progress through the curriculum and, if appropriate, to facilitate a suitable change of major.
- d. 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 extra-curricular organizations (please see [General Order 67 Clubs Policy](#)) for guidelines. The Superintendent may ask faculty to serve as Class Advisors.

16. Supervision of Cadet Assistants. The cadet assistant program is coordinated by Human Resources. Cadets may be employed by academic and administrative departments as assistants to perform duties that can be justified as departmental business. Cadets may also be engaged, for pedagogical reasons, as classroom, research, or laboratory assistants under department guidelines. Classroom assistants will be supervised by the instructor of record with the permission of the Department Head. Cadet assistants will not assign grades to other cadets.

17. Political Activity and Performance of Required Faculty Duties. A faculty member is free to engage in political activity or to hold local political office. Faculty who wish to engage in lengthy and extensive political activity may be required to take a leave of absence if such activity interferes with assigned duties. Faculty are prohibited from participating in any political activity while in uniform, or stating or implying VMI's endorsement of political activity.

18. 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 of the VMI community, the tenured members of the VMI faculty have the responsibility of familiarizing new faculty 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 appointment, and should continue throughout the probationary period of his or her appointment.

## **F. NEGLECT OF RESPONSIBILITIES BY A TENURED FACULTY MEMBER**

If a faculty member neglects the responsibilities outlined in this section, the Department Head may first address the problem informally, ensuring expectations are clear, offering appropriate guidance and support, and establishing a timeline for a resolution. If the issue remains uncorrected, or, if the issue is of sufficient merit that the Department Head feels an informal



conversation is not appropriate, a formal meeting will be held to address the neglect, offer guidance and support, and establish a timeline for resolution. The Department Head must document all interactions and recommendations from this meeting in writing, and provide a copy to the faculty member. Subsequently, if the faculty member does not remedy the areas of neglect within the given period, the Department Head and the Dean will meet with the faculty member and shall reprimand the faculty member in writing through the annual evaluation report. If the faculty member continues to neglect Institute responsibilities after the letter of reprimand, the faculty member may be subject to suspension or dismissal in accordance with the procedures set forth in Section VI of this *Handbook*.

## **G. CIVILITY IN THE WORKPLACE**

1. 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. See [General Order 16](#), Discrimination, Harassment, Sexual Misconduct, and Retaliation.

It is the responsibility of all members of the VMI community to immediately report any complaints of sexual harassment to the Inspector General/Title IX Coordinator. Faculty members receiving such a complaint must not undertake any independent efforts to determine whether it has merit before reporting it to the Inspector General/Title IX Coordinator.

2. Sexual Violence. In accordance with Virginia Code § 23.1-806, all faculty members who in the course of employment obtain information that an act of sexual violence may have been committed against a cadet in any location, or against any individual on Post, shall report such information to the Inspector General/Title IX Coordinator as soon as practicable, after addressing the immediate needs of the victim. See [General Order 16](#).

3. Civility. The Superintendent expects all members of the VMI community to maintain a culture of civility and mutual respect. Failure by any individual to treat any other member of the VMI community with respect and dignity may constitute a violation of [General Order 13](#). [DHRM's Policy 2.35, Civility in the Workplace](#) reiterates the personal responsibility and accountability of all employees for their own behavior and that of others, prohibiting workplace harassment, bullying and workplace violence in all state agencies.

4. Workplace Violence. Virginia Military Institute does not tolerate acts of violence or threats committed by or against employees, cadets, contractual workers, volunteers, visitors, or other third parties on Institute owned, controlled, or leased properties, or while conducting Institute business at any location, including representing the Institute at conferences, or off-site meetings, or riding in Institute owned or leased vehicles. Faculty must report to the Department Head or to any member of the Threat Assessment Team any violent act or actual or perceived threats or risks of violence in accordance with [General Order 25](#), Workplace Violence Prevention Policy.



5. Inappropriate Relationships Policy. Inappropriate relationships between faculty/staff and cadets undermine the fundamental purpose of the Institute and disrupt the workplace and learning environment. The relationship between faculty/staff and cadets is one of trust, and VMI holds its faculty and staff to the highest ethical and professional standards. As a matter of sound judgment and professional ethics, faculty and staff members have a responsibility to avoid any apparent, perceived, or actual conflict between their professional responsibilities and personal interests in terms of their dealings or relationships with cadets. See [\*General Order 85\*](#).

## IV. FACULTY PERFORMANCE REVIEW

### A. INTRODUCTION

The purpose of the *Faculty Performance Review* is to encourage full-time faculty members in their pursuit of total educational excellence consistent with the *Statement on Faculty Expectations* in Section III, subsection C of the *Handbook*.

The criteria for evaluating faculty's performance in each of the four primary domains are defined in the *Statement on Faculty Expectations*, Section III, subsection C. The *Standards for Faculty Expectations*, Section III, subsection D, provides detailed explanations of the criteria for evaluation for each domain, for the appropriate academic rank.

### B. PERFORMANCE REVIEW

#### 1. Primary Evaluator

The Department Head is the primary evaluator of the faculty in their department. Department Heads are faculty members and, as such, are subject to the same review process as other faculty members. The Dean is the primary evaluator of the Department Head.

#### 2. Faculty Self Evaluation Report and the Process of Evaluation

Each full-time faculty member, regardless of tenure status, submits an annual Self-Evaluation report to the primary evaluator by 31 May. In the report, the faculty presents evidence of his or her performance in each of the four domains for the 10-month period ending 16 May and may include activities for the 12-month period. The format for the Self-Evaluation report is determined by the primary evaluator, with the Dean's concurrence.

The Self-Evaluation report is the faculty member's opportunity to highlight his or her accomplishments for the past academic year. It is incumbent on the faculty that he or she explicitly addresses contributions to all four 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?" The faculty may provide supporting documents, as desired.

The Self-Evaluation report is the principal document for evaluating a faculty member's performance. The primary evaluator provides an overall rating, and a summary of his or her rationale for that rating that reflects the evaluator's summative assessment of the whole range of a faculty member's work. 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 overall ratings are:

- a. Exceeds Expectations. This rating indicates a **unique** and **exceptional** accomplishment(s) in any single domain or multiple domains 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 on Faculty Expectations*. This rating indicates that faculty are exceeding expectations commensurate with their academic rank consistent with the *Statement on Faculty Expectations*.

b. 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.

c. 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.

The annual ratings will become part of the materials reviewed by the Tenure and Promotions Committee, but they do not solely determine Tenure and Promotions Committee outcomes. A favorable Tenure and Promotions does not require, nor is it guaranteed by, one or multiple “Exceeds Expectations” ratings in annual evaluation. Faculty cannot be denied Tenure or Promotion solely because they have met (as opposed to having exceeded) expectations.

Cumulatively across a Tenure or Promotion evaluation period, “Meets Expectations” ratings in annual evaluations are a minimum requirement for Tenure and Promotion consideration, but do not guarantee a favorable Tenure or Promotion decision.

A favorable Tenure and Promotions decision is not precluded by one or multiple ratings of “Does Not Meet Expectations” in annual evaluation, where evidence of the implementation of corrective action is demonstrated.

The primary evaluator (Department Head) provides faculty members a copy of their written evaluations by 15 August. Faculty review and provide any written responses to these evaluations by 1 September. Department Heads immediately forward their evaluations, the faculty Self-Evaluation reports, and any faculty comments and supporting material provided by the faculty member, to the Dean.

The Dean reviews the documents, discusses them with the Department Head, and may request reconsideration or require additional justification of the ratings. The Dean may annotate an evaluation; if this is done, the annotation becomes part of the evaluation, and the faculty member must be informed of the change.

The Dean will provide his or her rating. If any disagreement in ratings arises between the faculty member or the Department Head, or between the Department Head and the Dean

– concerning either domain-specific or overall evaluations – the Dean’s rating constitutes the final and official rating. In all cases, whether confirming or superseding the Department Head’s rating, the Dean provides a written summary of his or her decision. Subsequent to any change of the Department Head’s overall rating by the Dean, the faculty member is afforded the opportunity to meet with the Dean to discuss the latter’s decision.

Because the Dean reviews all faculty evaluations, the aforementioned process provides a check for consistency across Departments and allows the Dean to remain informed of all faculty’s progress and accomplishments. The Self-Evaluation report, the primary evaluator’s evaluation, and the Dean’s annotations and decision summary, are a matter of record, and are placed in the faculty member’s personnel file. A copy of all evaluation materials must be given to the faculty member.

In the case of Department Heads, the Dean evaluates and provides a rating. In addition, faculty may write evaluations of their Department Head’s performance and send them directly to the Dean by 15 September.

The Dean discusses each faculty member’s performance with the Department Head early in the fall semester each year, no later than 15 October. After their meetings with the Dean, Department Heads must meet with each faculty member by 1 December to inform them of the outcome of the Dean’s review.

### 3. In-Depth Review of Tenured Faculty

A tenured faculty member who does not meet expectations three times within any five-year period is subject to an In-Depth review. The Department Head will notify the faculty member and the Dean of the need for the In-Depth Review by 30 October; if a Department Head is subject to an In-Depth Review, the Dean will notify him or her by 30 October. The Dean will initiate all In-Depth review processes by 15 November.

The process for the In-Depth Review is as follows: The Dean will appoint an *Ad Hoc* In-Depth Review committee. The Dean will select a Department Head outside the faculty member’s department as chair of that committee, and will appoint a member of the Tenure and Promotion Committee outside the faculty member’s department, to the In-Depth Review committee. The faculty member under review may request that an additional tenured VMI faculty member of their choice be added to the committee. The faculty member under review has the right to object to any member of the In-Depth Review committee on the grounds of conflict of interest or bias, as described in [General Order 16](#).

If a Department Head does not meet the demands of the position of Department Head, the Dean may remove him or her from that position at any time. If the Department Head is deficient in one or more of the domains, the In-Depth Review process will be initiated and conducted in the same manner as for other faculty. In this case, however, the In-Depth Review of a Department Head will be conducted by two other Department Heads selected by the Dean. The Department Head being reviewed may request that an external evaluator, either another Department Head, or a tenured VMI faculty member, be added

to the review committee.

The documents used in preparing a faculty member's Self-Evaluation report, and other relevant materials acceptable to the faculty member under review and the reviewing committee, are used for the In-Depth Review. The In-Depth Review committee will evaluate the faculty member's performance in each of the four domains, and submit a report of its findings and recommendations to the Dean by 1 December.

The faculty under review will be notified by the Dean of the In-Depth Review Committee's recommendations by 15 December. The faculty member will be given the opportunity to develop a written Plan of Action to meet expectations in all domains as described in The Statement of Faculty Expectations. The Plan of Action will specify goals, activities to meet those goals, and a timetable for completing the activities and achieving the goals. The Plan of Action must be submitted through the Department Head to the Dean by 31 January. The Dean must promptly review the report and Plan of Action with the Department Head and the faculty member. The faculty member will be given no less than one evaluation cycle to correct the identified deficiencies.

Annual Self-Evaluation reports of the faculty member during the term specified in the Plan of Action must specifically address progress toward meeting the goals outlined in the Plan of Action. The primary evaluator will meet periodically with the faculty member during the specified term to monitor progress. These meetings must be documented in the form of a memo for the record, and a copy must be provided to the faculty member. 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 this *Handbook*.

In-Depth Reviews are only performed for tenured faculty.

#### 4. Comprehensive Review

In addition to the Self-Evaluation report and evaluation by the Department Head, full-time faculty hired into term or contract (non-tenure track, non-probationary) appointments whose terms of employment require the performance of duties in all four evaluation domains shall undergo a comprehensive performance review conducted by the Tenure and Promotion Committee in the spring semester of their third year of employment. Full-time faculty whose terms of employment do not require the performance of duties in all four evaluation domains (e.g., full-time instructors whose primary duty is to teach courses at the Institute) are not required to undergo a comprehensive performance review conducted by the Tenure and Promotions Committee. This review will be conducted using the same procedures as the ones for mid-tenure reviews (see Section V, subsection C below), and will evaluate the faculty member's performance against the *Statement on Faculty Expectations*. The purpose of the Comprehensive Review is to provide feedback to the faculty member on his or her performance so that he or 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.

5. Appeals

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

**C. PERFORMANCE REVIEW CALENDAR**

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

<b>Date</b>	<b>Event</b>
16 May	Performance review year ends. Review period extends from May 17 through May 16 of each year.
31 May	Faculty Self-Evaluation reports due to their primary evaluators.
15 August	Faculty receive evaluations from Department Heads for review and comment.
1 September	Faculty comments and responses to evaluations due to Department Heads. Department Heads forward faculty Self-Evaluation reports and evaluations to Dean.
15 September	(optional) Faculty evaluations of their Department Head's performance due directly to the Dean
15 October	Dean completes review of faculty Self-Evaluation reports and evaluations by Department Heads in meetings with Department Heads. Department Heads initiate meetings with faculty.
30 October	Department Heads requests for In-Depth Reviews due to the Dean.
15 November	In-Depth review process initiated by the Dean.
1 December	Report of the In-Depth Review Committee due to the Dean
1 December	Department Heads meet with each faculty to inform them of the outcome of the Dean's review.
15 December	Faculty under review notified by the Dean of the In-Depth Review Committee's recommendations.
31 January	Faculty member's In-Depth Review Plan of Action due to the Dean.



## **V. ACADEMIC FREEDOM AND TENURE**

VMI endorses the principle of academic freedom, and maintains a tenure system to ensure that faculty are able to teach, conduct research, and participate in the Institute's affairs without censorship.

### **A. INTRODUCTION**

#### 1. Academic Freedom

a. The college or university 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 college or university 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 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.

#### 2. Academic Tenure

Tenure is a means to certain ends, specifically: Freedom of teaching and research and of extramural activities; and 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.

### **B. REGULATIONS ON ACADEMIC FREEDOM AND TENURE**

#### 1. Statement of Terms of Appointment

a. The basic terms and conditions of every appointment to the faculty will be stated 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 in writing and a copy will be given to the faculty member.



- b. Full-time appointments to the rank of instructor or higher are of one of three kinds: (a) probationary appointments; (b) appointments with tenure; (c) special appointments, the terms and conditions of which will be defined in the employment agreement.
  - c. All faculty will be informed annually, in writing, of their appointment and salary status.
  - d. 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 by a tenured faculty member, or any other person with a teaching or research appointment, shall result in the initiation of procedures for suspension or dismissal in accordance with the *Faculty Handbook*.
2. Probationary Appointments and the Tenure Process
- a. VMI normally adds members to its faculty by means of probationary appointments. A probationary appointment is for a stated length of time and entails no implication of reappointment. During the probationary period, an untenured faculty member has the same academic freedom that all faculty have.
  - b. The total period of full-time service at VMI prior to the acquisition of tenure will not exceed seven years, and the tenure review date will be specified in the employment agreement. Time spent on leave of absence will not count as probationary period service, unless the individual and the Dean agree to the contrary, in writing, at the time leave is granted. This rule does not apply to faculty development leaves, which do count for probationary period service.
  - c. The tenured faculty should provide leadership, example, and guidance for the probationary faculty, and their relationship should be one of collegueship.
  - d. Procedures for reappointment decisions: Each year, probationary faculty members receive written evaluations from their Department Heads, and are annually considered for reappointment. Probationary faculty members will be given the opportunity to submit materials for consideration according to the annual timeline in Section C, subsection 2 below. After the tenured members of the department have considered any materials that the candidate has submitted as evidence of performance in the four domains of the *Statement on Faculty Expectations*, and discussed the faculty member's performance with the Department Head, the Department Head will forward a copy of the written evaluation and make a recommendation to the Dean for renewal or non-renewal.
  - e. Notification dates of non-reappointment decisions: Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment will not be renewed will be given to the faculty member by the

Department Head in advance of his or her appointment, as follows

- (1) First year of academic service: no later than 1 March, if the appointment expires at the end of that academic year; or, if a one-year appointment terminates during an academic year, at least **three months** in advance of its termination.
- (2) Second year of academic service: no later than 15 December, if the appointment expires at the end of that academic year; or, if an initial two-year appointment terminates during an academic year, at least **six months** in advance of its termination.
- (3) Third year and beyond until tenure: no later than May 31 (a year in advance of the expiration of the contract), if the appointment expires at the end of that academic year; or, if the appointment terminates during an academic year, at least **twelve months** in advance of its termination. The Institute will normally notify all faculty of the terms and conditions of their renewal by 15 March, but in no case later than 15 April.

Should unusual conditions delay the notice of non-renewal; the faculty member will not be given or entitled to another year of appointment.

- f. If a probationary faculty member's appointment is renewed, the Department Head will follow the same procedure in Section B, subsection 2d above in succeeding years, until such time as the faculty member is considered for tenure.
  - g. 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.
3. Non-reappointment of a Special Appointment
- a. Unless the end date of a special appointment is defined in the employment agreement, written notice that a special appointment will not be renewed will be given to the faculty member by the Department Head in advance of his or her appointment, as follows
    - (1) First year of academic service: no later than 1 March, if the appointment expires at the end of that academic year; or, if a one-year appointment terminates during an academic year, at least **three months** in advance of its termination.
    - (2) Second year of academic service: no later than 15 December, if the appointment expires at the end of that academic year; or, if an initial two-year appointment terminates during an academic year, at least **six months** in advance

of its termination.

(3) Third year and beyond: no later than May 31 (a year in advance of the expiration of the contract), if the appointment expires at the end of that academic year; or, if the appointment terminates during an academic year, at least **twelve months** in advance of its termination. The Institute will normally notify all faculty of the terms and conditions of their renewal by 15 March, but in no case later than 15 April.

b. Should unusual conditions delay the notice of non-renewal, the faculty member will not be given or entitled to another year of appointment.

c. 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.

#### 4. Appeal of a Non-reappointment Decision

The regulations pertaining to the appeal of a non-reappointment decision are described in Section V Subsection D8, *Appeal of a Decision Denying Reappointment or Tenure*, of this *Handbook*.

#### 5. Tenure Consideration

After the expiration of a probationary period, faculty members must be granted permanent or continuous tenure to remain at the Institute, and their service should be terminated only for adequate cause or under extraordinary circumstances because of financial exigencies as detailed in Section VI of this *Handbook*.

There is no fixed percentage of tenured positions in the Institute as a whole or in any given academic department. The Institute maintains the right to determine when and how many tenured positions will exist.

### C. **TENURE AND PROMOTION REVIEW PROCESS**

1. Before the end of the maximum probationary period specified in the appointment contract, the probationary faculty member will be considered for the possible awarding of tenure as specified in this section.

a. In addition to the time limits specified in Section B above, 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, tenure consideration normally occurs at the end of the sixth year.

Beginning on 1 August following a decision to grant tenure, a faculty member's probationary status officially ends; unsuccessful candidates for tenure are permitted to continue their full-time employment at VMI through the following 31 July while seeking employment elsewhere.

b. 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. This is known as "mid-tenure review."

2. The annual timetable for **tenure and mid-tenure review** is normally as follows:

**Between August 30 and September 15** – The Tenure and Promotions Committee hosts an open Faculty Informational Forum for Tenure and Promotions.

**September 15** – The Dean announces the names of candidates for tenure and mid-tenure review in the agenda for the September meeting of the Academic Board. By the same date, the Dean informs Department Heads of any member of his/her department who is eligible in terms of years of service for promotion.

**September 30** – Department Heads meet with candidates for tenure and mid-tenure review to discuss the process and the submission of materials for departmental review prior to final submission.

**November 1** – Candidates submit draft materials to department for review.

**November 15** – The Department Head prepares a recommendation on each candidate for tenure or mid-tenure review. The Department Head must schedule each review for completion by this date in accordance with the following process:

a. Tenure Consideration

The Department Head will hold a meeting of the tenured members of the department to discuss the granting of tenure to the candidate(s) from that department. The Department Head is required at the meeting to obtain a formal vote from the tenured members of the department. The Department Head must include these numerical results in his or her letter recommending or not recommending tenure. The letter must be signed by all tenured members of the department in a fashion that indicates concurrence or dissent from the Department Head's recommendation. Abstention of a tenured faculty member from a tenure vote is permitted only with the written approval of the Dean.

If any tenured member of the department does not concur, he or she will attach a minority report as part of the Department Head's recommendation to the Dean. The minority report must address the rationale for non-concurrence.

The Department Head will provide the candidate with a copy of the recommendation and meet with the candidate to discuss it. The candidate will have until December 7

to rebut or challenge any portion thereof. Any necessary clarification should be resolved at the department level. Should the Dean 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. Mid-tenure Review

The Department Head will hold a meeting of the tenured members of his or her department to assess the faculty member's progress toward tenure. The Department Head's mid-tenure review letter will be signed by all tenured members of the department. If any tenured member of the department does not concur, he or she will attach a minority report as part of the Department Head's mid-tenure review letter. The minority report must address the rationale for non-concurrence.

The Department Head will provide the candidate with a copy of the review and meet with the candidate to discuss it. The candidate will have fourteen business days from the date of that meeting to rebut or challenge any portion thereof. Any necessary clarification should be resolved at the department level. Should the Dean 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.

**December 7** – The candidates submit to the department any rebuttal or challenge to the written department recommendations.

**December 14** – The Department Head submits a written recommendation to the Dean on each candidate for tenure or mid-tenure review in accordance with the specifications above.

Also, by this date, the candidate for tenure or mid-tenure review will submit to the Dean a final portfolio of materials in support of his or her candidacy. The Associate Dean for Academic Affairs will provide official annual reviews for each candidate's portfolio. The Associate Dean for Academic Affairs will also be responsible for developing, implementing, and maintaining a security policy for electronically submitted materials.

At the end of business on December 14, candidate files are sealed and released to the Chair of the Tenure and Promotions Committee.

**March 1** – The Tenure and Promotion Committee submits reports on each candidate to the Dean. Department Heads may schedule a meeting with the Dean to discuss the Tenure and Promotion Committee reports before recommendations are forwarded to the Superintendent. The Dean shall base his or her 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 Self-Evaluation reports and the Department

Head's written annual evaluations;

b. Any materials submitted by the candidate;

c. The written record of the departmental vote and the Department Head's recommendation;

d. The candidate's portfolio of materials;

e. The Tenure and Promotion Committee reports;

f. Meetings between the Dean with any member of the Tenure and Promotion 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;

g. Meeting(s) between the Dean and the Department Head.

**March 15** – The Superintendent receives the Tenure and Promotion's Committee reports and recommendations from the Dean. Candidates are notified of the results as soon as practicable.

**May 1** – Candidates for tenure approved by the Superintendent are submitted by the Superintendent to the Board of Visitors for approval.

### **Tenure and Mid-Tenure Calendar**

Date	Event
Between August 30 and September 15	The Tenure and Promotions Committee hosts an open Faculty Informational Forum for Tenure and Promotions.
15 September	Dean Announces candidates for Tenure and Mid-Tenure Review
30 September	Department Head meets with candidate.
1 November	Candidate submits draft materials to the Department.
15 November	Department tenured members complete review of candidate's materials. Candidate receives department recommendations for review.
7 December	Candidate's rebuttal due to the Department.
14 December	Department Head forwards recommendations to the Dean. Candidate submits final portfolio of materials to the Dean.
1 March	Tenure and Promotion Committee sends reports on each candidate to the Dean.

15 March	Superintendent receives Tenure and Promotions reports and the Dean's recommendations.
1 May	Superintendent submits approved candidates to the Board of Visitors.

3. The annual timetable for **promotion** review is normally as follows:

**September 15** – The Dean informs Department Heads of any member of his or 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 Dean will appoint another Department Head to serve as principal evaluator of his or her candidacy. In such cases, full professors in the candidate's department will be interviewed individually by the Tenure and Promotion Committee during the deliberation period.

**October 1** – Each Department Head who has one or more faculty members eligible for promotion by virtue of years of service will make a determination on each candidate's eligibility based on the relevant Institute standards for promotion. The Department Head will notify the Dean of his or her intentions to recommend a candidate for promotion.

**November 1** – Candidates submit draft materials to department for review.

**November 15** – 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 or her department, at the same or higher rank as the eligible faculty member's potential new rank, to discuss his or her qualifications for promotion. The Department Head is required at the meeting to obtain a formal vote. The Department Head must include these numerical results in his or her letter recommending or not recommending promotion. The letter must be signed by all members of the department at the same or higher rank as the eligible faculty member's potential new rank, in a fashion that indicates concurrence or dissent from the Department Head's recommendation. Abstention of a qualified faculty member from a promotion vote is permitted only with the written approval of the Dean. If any faculty member of the department does not concur, he or she will attach a minority report as part of the Department Head's letter. The minority report must address the rationale for non-concurrence.

**December 14** – Department Heads submit to the Dean a written recommendation for each candidate for promotion.

Also by this date, the candidate for promotion will submit to the Dean a final portfolio of materials in support of his or her candidacy. The Associate Dean for Academic Affairs will provide official annual reviews for each candidate's portfolio. The Associate Dean for Academic Affairs also will be responsible for developing, implementing, and maintaining a security policy for electronically submitted materials.

At the end of business on December 14, candidate files are sealed and released to the

Chair of the Tenure and Promotions Committee.

**March 1** – The Tenure and Promotion Committee submits reports on each candidate to the Dean. Department Heads may schedule a meeting with the Dean to discuss the Tenure and Promotion Committee reports before recommendations are forwarded to the Superintendent. The Dean shall base his or her 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 Self-Evaluation 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 the review protocol described above.
- c. The written record of the departmental vote and the Department Head's recommendation for or against promotion;
- d. The candidate's portfolio of materials;
- e. The Tenure and Promotion Committee reports;
- f. Meetings between the Dean with any member of the Tenure and Promotion 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;
- g. Meeting(s) between the Dean and the Department Head.

**March 15** – The Superintendent receives the Tenure and Promotion's Committee reports and recommendations from the Dean. Candidates are notified of a decision as soon as practicable.

**May 1** – Candidates for promotion that are approved by the Superintendent are submitted by the Superintendent to the Board of Visitors for approval.

**Promotion Calendar**

Date	Event
Between August 30 and September 15	The Tenure and Promotions Committee hosts an open Faculty Informational Forum for Tenure and Promotions.
15 September	Dean informs Department Heads of those members eligible for promotion.
1 October	Department Heads notify Dean of intentions to recommend members for promotion.



1 November	Candidates submit draft materials to department for review.
15 November	Department Heads complete reviews of promotion candidates with department tenured members.
14 December	Department Heads forward written recommendations for promotion to the Dean. Candidates submit portfolio of materials to the Dean.
1 March	Tenure and Promotion Committee submits reports on each candidate to the Dean.
15 March	Superintendent receives Tenure and Promotion Committee's reports and the Dean's recommendations.
1 May	Superintendent submits approved candidates to the Board of Visitors.

#### **D. TENURE AND PROMOTION COMMITTEE**

**1. Purpose of the Committee.** The purpose of the Tenure and Promotion 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 election, the four groups are defined as:

- Group 1            Humanities (English, Rhetoric, and Humanistic Studies; History; and Modern Languages and Cultures)
  
- Group 2            Engineering (Civil and Environmental Engineering, Electrical and Computer Engineering, and Mechanical Engineering)

Group 3	Sciences (Applied Mathematics, Biology, Chemistry, Computer and Information Sciences, and Physics and Astronomy)
Group 4	Social Sciences (Economics and Business, International Studies and Political Science, Psychology, and Human Performance and Wellness)

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 Tenure and Promotion Committee who will then produce a ballot. Only tenured members can vote, and 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 and professional (A&P) faculty position. Only fully promoted tenured faculty can serve on the Committee. Eligible persons can be reelected or reappointed without restriction. All members of the Committee, if they so desire, will be granted release from service on other Institute-wide committees for the duration of their tenure on the Committee.

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 to serve the remainder of the term.

3. Committee Procedures. The following procedures govern the work of the Tenure and Promotion committee:

- a. The Committee must meet with the Department Head of the candidate for tenure or promotion and the author(s) of any minority report(s) regarding that Department Head's recommendation.
- b. The committee is free to request any member of the VMI faculty or staff beyond the aforementioned to appear for an interview regarding a candidate for tenure or promotion.
- c. In certain instances, the committee may wish to request information or an interview from persons outside VMI. Such requests must be approved by the Dean.

- d. The Committee welcomes written statements from the faculty and staff to present information, though it is not required to include such statements in its deliberations. This privilege extends also to the candidate, who shall be granted an interview with the Committee upon request. The Committee shall provide a copy of any written statements received to the candidate and the department head.
- e. A member must recuse himself or herself from the deliberations and voting upon candidates for tenure, mid-tenure review, and promotion from his or her own department.
- f. A member must recuse himself or herself from the deliberations and voting upon a candidate if a conflict of interest or bias warrants such a withdrawal. The Dean may prohibit a member's participation in the committee's review of a candidate when there is reasonable cause to believe a conflict of interest or bias would warrant recusal and the member has not recused himself or herself voluntarily.
- g. All decisions (tenure, mid-tenure reports, and promotions) must be made by a full committee of five faculty members.
- h. If any member must be absent, the chair of the Tenure and Promotion 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.

4. 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 and Promotion 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 candidate's demonstration of the attainments expressed in the *Statement on Faculty Expectations*. The judgment that a faculty member demonstrates these accomplishments does not, in itself, automatically justify the award of tenure.

a. Teaching

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

b. 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.

c. 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.

d. Cadet Development

(1) The candidate has been an effective academic mentor and adviser for cadets.

(2) The candidate has contributed to cadet development through organizing and/or participating in academic or extracurricular activities for cadets consistent with the Institute's *Statement on Faculty Expectations*.

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

The criteria for promotion to Associate Professor are the same as the criteria considered for granting tenure listed above.

The criteria for promotion to Full Professor are:

a. 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 Expectation*.

(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.

b. 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 Professor.

c. 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*.

d. 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*.

6. Committee Timeline. The annual timetable for the Tenure and Promotion Committee is normally as follows:

**October 1** – The chair completes elections to fill any open seat(s) on the committee, in accordance with the guidelines for Composition of the Committee (above).

**December 15** – The Dean presents to the committee all Department Head recommendations and files for all candidates for tenure, mid-tenure review, and promotion for the academic year.

**January 15** – The chair names alternate and replacement members of the Tenure and Promotions Committee, if necessary, for recusals by members of the candidate's department, due to conflict of interest or bias, or because of scheduling conflicts.

**January 20** – Interviews concerning candidates for tenure and mid-tenure review begin with the Department Head and the author(s) of any associated minority report(s), and continue with other persons whom the committee may request to appear. Faculty members under review for tenure or promotion will 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.

- a. Regarding candidates for promotion: The Tenure and Promotion Committee will conduct interviews with the Department Head and the author(s) of any minority report(s). At its discretion, the Tenure and Promotion Committee may conduct interviews with members of each candidate's department, at the same or higher rank than the candidate's potential new rank.

**March 1** – The Tenure and Promotion Committee submits a report on each candidate to the Dean.

7. Procedure for Notification

- a. Tenure Approval. The Superintendent receives the Tenure and Promotion's Committee reports and recommendations from the Dean for tenure. If the Superintendent concurs, the faculty member is notified by the Superintendent as soon as practicable.
- b. Tenure Denial. The Superintendent receives the Tenure and Promotion's Committee reports and recommendations from the Dean to deny tenure. If the Superintendent concurs, the Dean will write immediately to inform the faculty member of the decision. A faculty member who has been denied tenure may request in writing the reasons that contributed to the decision. Resolving the question of whether a faculty member should be given a written statement of reasons for denial of tenure requires an examination of the needs both of VMI and of the individual faculty member. The decision of whether to provide such reasons will be made by the Dean, in consultation with the Superintendent.

8. Appeal of a Decision Denying Reappointment or Tenure

- a. 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.
- b. If a member of the faculty alleges that inadequate or improper consideration was given and wishes to appeal the notice of non-reappointment or the denial of tenure/promotion, the faculty member shall be required within five (5) business days of receiving written notification of non-reappointment or the denial of tenure to submit a written appeal addressed to the Dean through the Department Head explaining in detail the reasons for appealing the decision.
- c. Within three (3) business days after receiving the appeal of non-reappointment or tenure denial, the appeal not having been withdrawn, the Dean shall appoint an *Ad Hoc* committee of three members of the faculty not previously involved in the reappointment or tenure decision, and not members of the appellant's department, to determine whether the appeal is justified. The Dean will inform the Superintendent of the continuing appeal and the appointment of the committee.

d. The Ad Hoc Review Committee

(1) The *Ad Hoc* Review committee (henceforth referred to as the “Review 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 (in the case of non-reappointment) or that of the Tenure Committee (in the case of tenure denial), but will serve as a review panel to determine whether the Institute’s rules regarding the decision process were followed.

(2) 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?

(3) The Review 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 non-reappointment or tenure denial. Neither the candidate nor his or her adviser will be present during the interview of other faculty members.

(4) Within fourteen (14) business days of having been appointed, the Review Committee will submit to the Dean a confidential report of its findings and its recommendations. The Dean will forward this report, with his or her recommendations for appropriate action, to the Superintendent within five (5) business 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 reappointment or tenure stands.

(5) If the Superintendent decides that the appeal is justified, he or she will direct the department (in the case of non-reappointment) or the Tenure and Promotion Committee (in the case of denial of tenure) to reconsider on the basis of the findings of the Review Committee and report back to him or her within fourteen (14) business days. In its denial reconsideration, the Review Committee will consult with the academic department of the candidate. The Superintendent then makes the final decision and notifies the appellant in writing.

## **VI. DISMISSAL OR TERMINATION OF FACULTY APPOINTMENTS BY THE INSTITUTE**

### **A. INTRODUCTION**

The Institute may dismiss or terminate the appointment of a tenured faculty member or a probationary faculty member before the end of the term of appointment only for adequate cause. In case of financial need, program discontinuance, or medical reasons, faculty may be terminated only according to the processes detailed in the provisions below.

### **B. FINANCIAL NEED**

1. Termination of a faculty member may occur under extraordinary circumstances because of a *bona fide* financial need of the Institute. The comprehensive program proposed by the Superintendent shall specify the criteria for identifying faculty members whose appointments will be terminated. The Dean shall identify those faculty members to be terminated under the criteria and shall be responsible for notifying them of termination.

2. If the Institute, because of financial need, terminates faculty member appointments, it will not at the same time make new appointments or terminate a faculty member with tenure in favor of retaining a faculty member in the same department without tenure, except in extraordinary circumstances in which serious distortion in the academic program would otherwise result. The Superintendent shall make such determination in consultation with the Academic Board.

3. Before terminating the appointment of a tenured faculty member because of financial need, the Institute, with participation by the Academic Board, will attempt to place the faculty member concerned in another suitable position within the Institute for which the faculty member is qualified. If placement in another position would be facilitated by a reasonable period of training, appropriate financial and other support for such training shall be offered.

4. In all cases of termination of appointment because of financial need, the faculty member concerned will be given such notice as is practical under the circumstances. If financial circumstances allow, this shall not be less than 12 months for faculty members with three or more years of service.

5. 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 three years unless the former faculty member has been offered reinstatement and a reasonable time within which to accept or decline the offer, or unless the former faculty member is no longer qualified for the position or able to perform the essential functions of the position.

6. Tenured faculty members shall have a right to appeal a termination for financial need by providing written notice of appeal to the Dean within thirty (30) business days of notification of termination. The written notice of appeal shall set forth the grounds for the appeal. The Faculty Grievance Procedures shall apply to an appeal of termination



due to financial need, including an attempt at informal reconciliation prior to a formal grievance hearing.

7. Termination of appointment for financial need, if appealed, shall be effective at the conclusion of the Faculty Grievance Procedures if the Grievance Hearing Panel decides to uphold the termination. If the faculty member does not appeal a termination of appointment for financial need, it shall become effective on the date specified by the Superintendent.

### **C. DISCONTINUANCE OF PROGRAM OR DEPARTMENT NOT MANDATED BY FINANCIAL NEED**

Termination of an appointment with 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. In making such decision, the Superintendent and Dean shall consult with the Academic Board and the faculty as a whole. ("Educational considerations" do not include cyclical or temporary variations in enrollment but reflect long-range judgments that the educational mission of the Institute will be enhanced by the discontinuance).

2. Before the Superintendent issues notice to a faculty member of the 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 for which the faculty member is qualified. If placement in another position would be facilitated by a reasonable period of training, available financial and other support for such training will be offered. 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 or she 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 program or department discontinuance by providing written notice of appeal to the Dean thirty (30) business days of notification of termination. The written notice of appeal shall set forth the grounds for the appeal. The Faculty Grievance Procedures shall apply to an appeal of termination due to program or department discontinuance, including an attempt at informal reconciliation prior to a formal grievance hearing. In such a hearing, the determination that a program or department is to be discontinued will be considered presumptively valid, but the Institute shall have the burden of proof on other issues.

4. Termination of appointment for program or department discontinuance, if appealed, shall be effective at the conclusion of the Faculty Grievance Procedures if the Grievance Hearing Panel decides to uphold the termination. If the faculty member does

not appeal at termination of appointment for program or department discontinuance, it shall become effective on the date specified by the Superintendent.

#### **D. TERMINATION FOR MEDICAL REASONS**

If a tenured faculty member, or a probationary faculty member prior to the end of the term of appointment, is unable to perform Institute duties and responsibilities due to a medical condition, the faculty member may request leave, may file for disability benefits, or if the medical condition is a qualified disability, the faculty may seek reasonable accommodation in accordance with the procedures in [General Order 86, Americans with Disabilities Act for Employees](#). Prior to recommending termination of a faculty member for inability to perform due to a medical condition, the Dean must make a written determination consistent with applicable federal and state law that the faculty member is unable to perform the essential functions of his or her position, with or without reasonable accommodation. Such determination must be based on all available information, including medical records from the faculty member's health care provider if the faculty member has completed a proper release for health records.

The Dean shall inform the faculty member of notice of intent to terminate for medical reasons. The faculty member shall have a right to appeal such determination to the Discrimination Appeals Committee, generally in accordance with the procedures in [General Order 16, Discrimination, Harassment, Sexual Misconduct, and Retaliation](#), by providing written notice of appeal to the Dean thirty (30) business days of notification of termination. The written notice of appeal shall set forth the grounds for the appeal. If the faculty member does not appeal, the termination becomes effective on the date specified by the Dean in the notice of termination. If the faculty member does appeal, and the Discrimination Appeals Committee upholds the recommendation for termination, it becomes effective on the date specified by the Superintendent in the notification of his or her final decision.

#### **E. REVIEW**

The Board of Visitors, in its sole discretion, may review and provide recommendations to the Superintendent on termination of a faculty member under the provisions of this Section.

#### **F. SUSPENSION AND DISMISSAL PROCEDURES**

A tenured or probationary faculty member may be subject to dismissal or suspension in accordance with the procedures outlined below, and only for adequate cause. Adequate cause for dismissal or suspension must be related directly and substantially to the fitness of faculty members in their professional capacities. Dismissal or suspension will not be used to restrain faculty members in their exercise of academic freedom or their fundamental rights as American citizens.

##### **Specific Procedures**

If procedures exist for handling specific types of misconduct elsewhere in this *Faculty Handbook*, in state or federal law, or in Institute policy, those procedures shall be followed rather than the general procedures below. If a specific procedure results in a determination that a faculty member has engaged in misconduct, but the procedure does not provide a process for

sanctions to be imposed, the procedures below may be used to determine the appropriate administrative sanction.

### **Administrative Leave**

If the Superintendent determines, in consultation with the Threat Assessment Team, that the reported misconduct or the faculty member poses an immediate threat to the Institute community, the faculty member may immediately be placed on administrative leave with pay and removed from all Institute responsibilities, during the pendency of the procedures below, until final disposition. The faculty member shall be given notification of the reasons for administrative leave, and an opportunity to respond, before the administrative leave is effective. Such opportunity to respond shall typically be an in-person meeting with the Superintendent. However, in the event that an in-person meeting is not reasonable or possible, the faculty member will be provided an opportunity to respond in writing.

### **Tenure or Promotion Review**

If suspension or dismissal proceedings are initiated against a faculty member who is undergoing review for tenure or promotion, the tenure and promotions process shall be suspended pending final disposition of the suspension or dismissal proceedings. A determination of misconduct warranting suspension or dismissal is relevant to tenure and promotion review.

#### 1. Preliminary Procedures

Before initiating formal suspension or dismissal procedures, the Dean will initiate discussions of mutual settlement between the faculty member, his or her Department Head, and other appropriate Institute officials requested by the Dean. Simultaneously, an informal inquiry by an *Ad Hoc* faculty committee convened by the Dean will be held which will determine whether suspension or dismissal proceedings should be undertaken. The determination of this *Ad Hoc* committee is not binding upon the Superintendent. Informed by the discussions of mutual settlement and the determination of the *Ad Hoc* committee, the Superintendent may choose to initiate formal suspension or dismissal procedures, framed with reasonable particularity by the Superintendent or the Superintendent's designee.

#### 2. Formal Suspension or Dismissal Procedures

- a. Following notice to the faculty member of the statement of charges, the faculty member will have the right to be heard 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.
- b. The Tenure and Promotion Committee may, with the consent of the faculty member, hold pre-hearing meetings with the faculty member and the Dean to (i) simplify the issues, (ii) determine stipulations of facts, (iii) provide for the exchange of documentary or other information, or (iv) resolve any other matter that will make

the hearing fair, effective, and expeditious.

c. The hearing shall be scheduled no earlier than twenty (20) business days following notice to the faculty member of the statement of charges. 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 Tenure and Promotions will evaluate all available evidence and make its recommendation based upon the evidence in the record.

d. 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.

e. During the proceedings, the faculty member will be permitted to have an adviser or counsel of the faculty member's choice.

f. At the request of either party or the Tenure and Promotions 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.

g. The current serving Tenure and Promotion Committee chair shall preside over the hearing. The hearing will be a non-adversarial proceeding and the rules of evidence shall not be strictly applied. In the hearing of charges of incompetence, the testimony may include that of qualified faculty members from this or other institutions of higher education.

h. The Institute will arrange for a court reporter to prepare a verbatim record of the hearing.

i. The Institute has the burden of proof that adequate cause for suspension or dismissal exists by a preponderance of the evidence in the record considered as a whole.

j. The Tenure and Promotion Committee may grant adjournments to enable either party to investigate evidence to which a valid claim of surprise is made.

k. 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.

l. At least five (5) business days prior to the hearing, the faculty member and the Dean shall inform the Tenure and Promotions Chair of witnesses that are requested to be called at the hearing and identify and includes copies of any documents that will be used as evidence at the hearing.

m. The faculty member and the Dean will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, the committee may request a written statement from such a witness that will be read by the Tenure and Promotion Committee in lieu of live testimony. The faculty member, the Dean, and the Tenure and Promotion Committee shall be permitted to submit written questions for such a witness prior to the hearing.

n. The written findings of fact and the recommendation of the committee will be based solely on the hearing record and will be submitted to the Superintendent, the Dean, and the faculty member no later than five (5) business days following the hearing. The written recommendation of the committee shall include (i) a description of the statement of charges, (ii) whether each charge is accepted or rejected and the rationale for such determination, (iii) the recommended sanction, if any, and, (iv) the rationale for the recommended sanction. The committee may, in its discretion, recommend a sanction less than suspension or dismissal including, but not limited to, oral reprimand, written reprimand, loss of salary, and loss of rank.

o. All persons participating in the hearing process shall respect and maintain strict confidentiality of the proceedings until final disposition, including consideration by the Board of Visitors.

p. Within three (3) business days of receipt of the committee's written findings and recommendations, the Superintendent shall notify the committee, the Dean, and the faculty member of his or her decision, in writing, and provide an opportunity for the faculty member to respond to him or her in person and/or in writing. The decision of the Superintendent on any sanction other than dismissal or suspension shall be final with no further right to appeal.

## **G. ACTION BY THE BOARD OF VISITORS**

If the Superintendent recommends suspension or dismissal of a faculty member, he or she will transmit to the President of the Board of Visitors the written record of the above proceedings including any documents considered by the Tenure and Promotion Committee and the hearing transcript. The Board of Visitors shall review the hearing record at its next scheduled meeting, or a special called meeting, and will provide an opportunity for argument, oral or written or both, by the faculty member and the Superintendent or the Superintendent's designee. The Board's consideration of the faculty member's suspension or dismissal shall be held in a closed meeting pursuant to Virginia Code § 2.2-3711(A)(1). In accordance with Virginia Code § 23.1-2504, a majority of the members of the Board of Visitors may remove a professor of the Institute for good cause. If the Board upholds the suspension or dismissal of the faculty member, it shall also determine an effective date of suspension or dismissal and what, if any, compensation will be made beyond the effective date of suspension or dismissal, taking into account the length and quality of service of the faculty member. If the Board determines that sufficient cause for suspension or dismissal does not exist, it shall remand the proceedings to the Tenure and Promotion Committee for further determination consistent with the decision of the Board of Visitors. The Board of Visitors will make a final decision only after study of the committee's reconsideration.

## **H. PROCEDURES FOR IMPOSITION OF SANCTIONS OTHER THAN SUSPENSION OR DISMISSAL**

If the Dean concludes that the conduct of a faculty member justifies imposition of a sanction, such as oral reprimand, written reprimand, loss of salary, and loss of rank, he or she will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to respond. A faculty member who believes that this sanction has been unjustly imposed may appeal such determination through the Faculty Grievance Procedures.

## **I. ACADEMIC FREEDOM AND PROTECTION AGAINST DISCRIMINATION**

1. All members of the faculty, whether tenured or not, are entitled to academic freedom. In this context, the Institute 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.
2. 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, color, national origin, religion, age, veteran status, sexual orientation, pregnancy, genetic information, otherwise qualified persons with disabilities, marital status, or on any other status protected by law.

## **J. COMPLAINTS OF VIOLATION OF ACADEMIC FREEDOM OR OF DISCRIMINATION IN NON-REAPPOINTMENT**

If a faculty member on probationary or other non-tenured 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, color, religion, national origin, age, veteran status, sexual orientation, pregnancy, genetic information, against otherwise qualified persons with disabilities, marital status, or any other status protected by law, the allegation will be given preliminary consideration by an *Ad Hoc* committee appointed for this case only by the Superintendent and instructed by him or her, 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 *Ad Hoc* faculty committee, 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 Sub-Section F "SUSPENSION AND DISMISSAL PROCEDURES", 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.

## **K. 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 section I, 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 Subsection J “*Complaints Of Violation Of Academic Freedom Or Of Discrimination In Non-Reappointment*” above.”

## **L. 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.

## VII. FACULTY GRIEVANCE PROCEDURES

### 1. Objective

The Faculty Grievance Procedures detailed below are designed to afford a fair method for the resolution of disputes that may arise between faculty members, including Department Heads, or between the faculty and the administrative staff of Virginia Military Institute. These procedures are not to be construed as applicable to the settlement of personal differences outside the parameters of the profession or not within the scope of employment of a faculty member.

### 2. Policies

A faculty member may raise, pursuant to these procedures, a complaint regarding the application, meaning, or interpretation of personnel policies and procedures affecting his or her status. Grievances may involve two or more faculty members, belonging to the same or to different academic departments, a faculty member and his or her Department Head, or 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:

- a. negotiation of salaries or faculty benefits;
- b. work duties accepted by the faculty member as a condition of employment;
- c. the contents of established policies of the Institute;
- d. alleged violation of [General Order 16, Discrimination, Harassment, Sexual Misconduct, and Retaliation](#), which shall be addressed in accordance with the procedures in [General Order 16](#);
- e. failure to receive a merit salary increase or a promotion; and
- f. non-reappointment and tenure consideration, which are subject to appeal in accordance with the procedures outlined in Section V Sub-Section D 8 “*Appeal of a Decision Denying Reappointment or Tenure*,” of this *Handbook*.

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

Every faculty member filing a grievance shall have a right to an advisor of choice and to present witnesses and evidence as outlined below. The grievant must bear any cost of retaining an attorney or other individual as the advisor of choice or in preparing and presenting his or her case. The procedures set forth below do not confer the right upon anyone involved in the grievance process to make statements in the presentation of testimony, either oral or written, that would constitute slander or defamation. Retaliation



against a faculty member for filing a grievance is strictly prohibited.

3. Procedures

a. Step One: Informal Reconciliation

A faculty member shall first attempt to reach satisfactory resolution of his or her complaint through a discussion with his or her Department Head. At the request of either, the Dean may be asked to participate in these informal discussions. If, however, the grievance is against the faculty member's own Department Head, or if the grievant is a Department Head, then the Dean shall serve as an informal mediator. If the grievance involves more than one department, the grievance shall be submitted in writing and the Dean shall be present at any informal reconciliation meeting.

b. Step Two: Formal Grievance Hearing

If the grievant is not satisfied after attempts to resolve a grievance through the informal channels outlined above, the grievant may file a formal, written grievance with the Dean within seven (7) business days after the last informal meeting. The formal, written grievance must detail the factual basis for the grievant's complaint and request an appropriate remedy.

4. Grievance Hearing Panel (GHP)

a. Membership

(1) The GHP shall be composed of five (5) 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 | Humanities (English, Rhetoric, and Humanistic Studies; History; and Modern Languages and Cultures)                                     |
| Group 2 | Engineering (Civil and Environmental Engineering, Electrical and Computer Engineering, and Mechanical Engineering).                    |
| Group 3 | Sciences (Applied Mathematics, Biology, Chemistry, Computer and Information Sciences, and Physics and Astronomy).                      |
| Group 4 | Social Sciences (Economics and Business, International Studies and Political Science, Psychology, and Human Performance and Wellness). |

b. Election Procedure

(1) The existing GHP pool shall select one of its members as the election chair to conduct the procedure for election of new members to the pool.

(2) When a position in the pool becomes vacant, the election chair shall send via email the names of the eligible faculty in the group with the pool vacancy to that group's members. The eligible faculty member receiving the highest number of votes shall be elected to the vacancy in the pool. In case of a tie, a run-off election shall be held.

c. Terms of Service in the Pool

(1) A member elected to the pool shall serve for two years and may serve no more than two consecutive terms. A prior member of the pool may be elected again after an interval of two years, for no more than two consecutive two-year terms, before becoming ineligible. A term of service shall begin with the first general faculty meeting of the academic year.

(2) A special election may be called by the election chair at any time in order to fill an unexpired term of service. Such election shall be administered in accordance with paragraph b *Election Procedure*" above.

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

5. Procedure for Convening

Upon receipt of a formal, written grievance in accordance with the Faculty Grievance Procedures, above, the Dean shall, within five (5) business days, submit the list of sixteen members in the pool to each party to the dispute. Each party will have three (3) business 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 member drawn from the GHP pool. The five GHP members shall select a chair to preside at its hearings.

6. Disqualification of GHP Members for Cause

a. A faculty member elected to the pool may be disqualified from sitting on the GHP convened to hear a grievance due to conflict of interest, personal bias, or any other reason at the member's initiative or based on objection by a party to the grievance raised within three (3) business days of the selection of the panel. The Dean shall rule on all objections to GHP members.

b. No faculty member may serve on a GHP for a grievance for which any party is a member of the same department as the pool member.

- c. Upon disqualification of a GHP member, the party who chose the member initially will select a replacement from the pool.

7. Responsibilities of the GHP

The GHP shall interpret the policies and procedures applicable to the grievance. It may not formulate or change policies or procedures. The GHP will determine whether the grievance has merit, and if so, will recommend an appropriate remedy to the Superintendent.

**Procedures:**

- a. The grievance hearing shall be held not more than ten (10) business days after the panel has been constituted, including the resolution of any objection to GHP members. Written notice of the hearing shall be sent by the panel chair through the Dean to all parties. The Dean shall provide the formal, written grievance to the GHP members at least five (5) business days prior to the hearing. Within three (3) business days of the hearing, all parties shall provide to the panel (i) the names and addresses of witnesses to be called at the hearing; and (ii) copies of any documents that will be used as evidence at the hearing.
- b. The GHP shall have discretion in the conduct of its proceedings, subject to the following procedural requirements:
  - (1) The panel chair shall establish hearing procedures and rules of order. The chair shall preside over the hearing, including the questioning of witnesses and the presentation of documentary evidence.
  - (2) All parties and all panel members must be present at all sessions.
  - (3) The hearing shall be closed to the public. The panel chair shall rule on any requests by a party for individuals other than the parties and the panel members to attend the hearing.
  - (4) The proceedings shall be audio recorded, with a copy of the recording provided at no cost to all parties upon request. A verbatim transcript will be prepared upon request with the party requesting the transcript bearing the cost of the court reporter appearance fee and costs for production of the transcript.
  - (5) Exhibits designated pursuant to Section V (3) may be received in evidence by the panel, and when so received, shall be marked and made part of the records. The parties may be asked to produce such additional documentary evidence as the panel may deem necessary.
  - (6) Both parties may present witnesses who shall submit to questions by the parties and the panel members. The panel chair may request additional witnesses as the panel deems necessary.

(7) 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.

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

c. The panel shall make its determination by majority vote under a preponderance of the evidence standard.

d. Report of Findings

(1) Within fifteen (15) business days of the hearing, the panel chair shall file the panel's written report with the Superintendent and shall provide a copy to all parties.

(2) The GHP's report shall include (i) a description of the grounds for the grievance; (ii) whether the panel finds such grounds to have merit and the rationale for such determination; (iii) if the panel finds the grounds to have merit, a recommended remedy for resolution and the rationale for such remedy.

8. Disposition by the Superintendent

Upon receiving the report from the GHP, the Superintendent shall have fifteen (15) business days to render a final determination on the grievance. The Superintendent's decision shall be made in writing to all parties in the grievance, the panel members, and the Dean. A copy of his or her decision shall also be sent to the Board of Visitors.

9. Time Periods for Grievance

By mutual agreement of the parties and the panel chair, any or all of the time periods established in this procedure may be extended. Failure by the faculty member to proceed with a grievance within the time limits, or agreed-upon extension, shall constitute termination of the grievance.

## VIII. FACULTY DEVELOPMENT AND RECOGNITION

Faculty development at VMI seeks to cultivate intellectually vibrant faculty members who contribute substantially to cadet education, disciplinary knowledge, and Institute life throughout the entire course of their careers. Recognizing that the quality of VMI’s academic program rests largely on the ability to attract and retain a faculty of the highest caliber, the Institute regards faculty development as an act of ongoing investment. The Dean sponsors multiple paths designed to educate and motivate faculty as they develop themselves into mature, successful members of the VMI educational community by achieving tenure, progressing through the academic ranks, and developing their ability to contribute to the domains of teaching, scholarly engagement, professional citizenship, and cadet development. Current, specific information about faculty development programs can be found [here](#).

### A. NEW FACULTY ORIENTATION

At the beginning of each academic year, a new faculty orientation is hosted for all new faculty members: tenure track, part-time, and visiting professors, including the ROTC faculty. This multi-day event provides an opportunity for new faculty members to meet the administration, hear about resources available to faculty, and learn about the history and culture of VMI.

The orientation continues throughout a faculty member’s first academic year at regular training seminars. As a new faculty member transitions to VMI, these seminars provide opportunities to meet and collaborate with other faculty members; learn about Institute programs, services, and regulations; and ask questions of senior leaders. While tailored to new faculty, these seminars are open to all faculty, allowing for continued development in these areas.

### B. OPPORTUNITIES FOR FINANCIAL SUPPORT

The Institute dedicates substantial funds each year to programs supporting faculty development across the four domains. The following provides a general guide. More detailed information is in the call for proposals of each program.

#### 1. Faculty Travel Funds

Also referred to as “the Dean’s Travel Fund.” The Dean administers funds to support faculty travel. Funds are available to all faculty, though the program focuses primarily on providing full-time faculty with the opportunity to present their work at conferences. The Office of the Dean calls for faculty requests each semester.

<i>Semester</i>	<i>Requests due</i>	<i>Travel timeframe</i>
Fall	early November	January-June
Spring	early May	July-December

The Office of the Dean decides disbursements.

## 2. Funds for Faculty Development

The Dean administers funds to support a wide variety of faculty development activities. Examples of activities for which faculty can request funds include, but are not limited to,

- providing or taking short courses or seminars
- hosting speakers or workshop facilitators whose expertise contributes to faculty development
- developing new courses or substantially revising existing ones
- working on a scholarly, creative, or pedagogical project.

<i>Call for proposals</i>	August
<i>Proposals due</i>	September
<i>Deadline for using funds</i>	June

Proposals are reviewed by the Faculty Development Committee, which makes recommendations to the Dean.

## 3. Grants-in-Aid of Research

The Dean administers funds to support faculty research endeavors. Examples of these grants include, but are not limited to,

- seed money for projects that may lead to larger grants to the Institute
- the purchase of equipment, materials, and supplies for research
- travel money related to research interests
- funds for creative endeavors in the arts
- cadet salaries.

<i>Call for proposals</i>	February
<i>Proposals due</i>	April
<i>Timeframe for using funds</i>	during the following fiscal year

Proposals are reviewed by the Faculty Development Committee, which makes recommendations to the Dean.

## 4. VMI Center for Undergraduate Research (VCUR)

VCUR's mission is to promote and facilitate faculty-mentored undergraduate research and foster the development of a culture of undergraduate research at VMI. Programs include an annual Undergraduate Research Symposium held on Post; a Summer Undergraduate Research Institute (SURI); cadet travel grants to present at professional meetings or conduct research in the field; Wetmore Fund for supplies for cadet academic year research; and awards to encourage and acknowledge faculty who engage cadets in undergraduate research experiences.

While focused on cadets, VCUR provides opportunities for faculty to further their research agendas with cadet assistance and provides one-on-one cadet mentorship opportunities.

## C. OPPORTUNITIES FOR PRACTICAL SUPPORT

In addition to the funding sources listed above, VMI also maintains programs that support faculty as they develop in the four domains of teaching, scholarly engagement, professional citizenship, and cadet development. The following provides a general guide. More detailed information is in either a call for proposals, a program's page on the VMI website, or through informative emails.

### 1. Faculty Development Leave Program

VMI sponsors a faculty leave program in recognition that some substantial faculty projects are significantly assisted by prolonged periods of time apart from normal responsibilities. Faculty may take leave to pursue scholarly work and/or enhance teaching. A leave may be taken for one semester at full pay or for two semesters at half pay. Faculty who are granted leave are expected to return to VMI for a period of time at least equal to the period of leave. Generally, six leaves total are awarded each academic year.

<i>Call for proposals</i>	November
<i>Proposals due</i>	January
<i>Timeframe for leave</i>	Fall and/or Spring semesters of following academic year

Proposals are reviewed by the Faculty Development Committee, which makes recommendations to the Dean.

### 2. Externally Sponsored Faculty Development Leaves

Separate from the VMI-sponsored Faculty Development Leave Program, faculty may apply for prestigious, externally sponsored faculty development leaves to pursue scholarly work and/or enhance teaching (the Dean will determine which externally funded leave grants are considered "prestigious" in consultation with the applicant's department head). A leave may be taken for one semester at full pay or for two semesters at half pay. Faculty who are granted leave are expected to return to VMI for a period of time at least equal to the period of leave. Each application will be reviewed on its individual merits. The number of externally sponsored academic leaves granted in any year will be subject to available financial resources and at the discretion of the Dean. Externally Sponsored Faculty Development Leaves are granted in addition to (i.e., not in place of) VMI-sponsored leaves.

Faculty who are interested in applying for an Externally Sponsored Faculty Development Leave shall provide all supporting documentation, to include the department head's endorsement, to the Faculty Development Committee, which will make a recommendation to the Dean.

### 3. [Center for Leadership and Ethics \(CLE\)](#)

The Center for Leadership and Ethics provides progressive professional development

opportunities to enhance interpersonal, teaching, and leadership skills. The Center's programming addresses three main areas:

- a. Scholarship. The Center offers various opportunities for faculty to engage in scholarship through presentations and/or participation in any of the professional conferences held on Post at the Center.
- b. Cadet Development. The Center offers numerous cadet-led programs needing faculty advisors to mentor students.
- c. Professional Development. The Center conducts a variety of workshops and seminars for faculty and staff at various stages of their career.

Seminars and workshops are scheduled and announced as available. More information can be found at the CLE website.

#### 4. Sponsored Programs

The Office of Sponsored Programs works with VMI faculty and staff to enhance academic excellence through research, scholarship, and creative activity. The Office of Sponsored Programs is available to assist Institute members develop their scholarly and creative interests, and to encourage a climate in which students are actively engaged in the pursuit of new knowledge. The office provides assistance by researching suitable funding opportunities, reviewing and critiquing proposals, aiding in proposal submission, and offering grants-related training and information sessions.

In accordance with VMI policy, the Office of Sponsored Programs must review and approve all proposals from Institute members intended for submission to external funding agencies, especially if they

- involve the use of the resources of the Institute (including personnel, offices, and equipment); and/or
- provide compensation in the form of release time or extra service pay; and/or
- require in-kind contributions; and/or
- are to be administered by the Institute as a condition of the proposed grant.

#### 5. Seminar Series

The faculty of VMI voluntarily host various seminar series related to the general interests of the faculty. These may change on a yearly basis, depending on the faculty's needs, interests and availability. Past series include *Pedagogy 400*, wherein faculty present and discuss practices to enhance teaching and learning, and *The Brown Bag Seminar*, wherein faculty speak on a topic in their area of specialty at a level appropriate to a general academic audience.

The sponsor of each seminar series makes their own call for participants, often at the beginning of each academic year.



## **D. OPPORTUNITIES FOR AWARDS AND RECOGNITION**

Awards programs are an important component of faculty development, providing recognition, encouragement, and motivation, as the faculty seek to mature in their profession. VMI offers a number of awards programs to recognize the efforts of faculty across the domains. The following provides a general guide. More detailed information is given in the call for nominations, usually made in March.

### **1. Teaching and Professional Service Awards**

To recognize excellence in teaching and professional service, the VMI Foundation sponsors an endowed annual Awards Program. Each award consists of a certificate and a monetary gift, presented to the recipient at the Institute Awards ceremony held near the end of each academic year.

- a. Distinguished Teaching Award. Recognizes superior achievement in advancing the educational goals of VMI and for exceptional contributions to the intellectual growth of the Corps of Cadets. All full-time faculty in at least their fifth year of teaching at VMI at the time of nomination are eligible.
- b. Thomas Jefferson Teaching Award. Intended as a tribute to teachers who profoundly influenced and encouraged Jefferson during his own college years. It is presented to a new member of the VMI faculty in recognition of a particularly inspiring performance of his or her teaching duties. The award is normally presented to someone who, at the time of nomination, has completed at least three years of full-time teaching and not more than six.
- c. Distinguished Service Award. Recognizes members of the VMI community who have given the Institute exceptional service, other than teaching, in a manner that is beyond normal expectations and above specific monetary compensation. A recipient might, for example, be an adviser to a cadet activity or organization, a chair or member of a particularly active and successful Institute committee, or one who has made an extraordinary contribution to the life of the Institute. Those who have brought positive statewide or national attention to the Institute are also likely candidates. All persons employed by VMI or any one of its auxiliaries, except the VMI Foundation and the alumni agencies, are eligible for the Service Award.
- d. Jackson-Hope Prize for Excellence in Academic Advancement. Awarded to a member of the faculty or academic program staff whose efforts bring renown to the Institute and its programs. The prize recognizes contributions from a variety of different areas, including professional service to the Institute, developing and promoting new initiatives, and creating opportunities to advance teaching, scholarly engagement, professional citizenship, or cadet development, or among VMI professional staff, for the benefit of cadets. All full-time teaching or administrative faculty members are eligible for this award.

### **2. Research Awards**

The following awards are sponsored by VMI Research Laboratories, Inc. and the Jackson-Hope Fund to recognize excellence in scholarship:

- a. Matthew Fontaine Maury Research Award. Recognizes excellence in stimulating, furthering, or performing research and requires that eligible nominees present a consistent record demonstrating this excellence. Although the prize might recognize career achievement, it could also recognize a more junior member of the faculty who has established a record of excellence spanning three or more years of exceptional accomplishment. The prize is awarded annually, assuming qualified candidates are nominated. A faculty member may be awarded the Maury Prize only once.
- b. Hinman Award. Recognizes superior achievement of a cadet in research at VMI as well as the ability of a faculty member at VMI to involve cadets in a research program. The student recipient must be a 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> class cadet; both the cadet and supervising faculty member receive a prize.
- c. Jackson-Hope Prize for Excellence in Scholarly Work. Recognizes two members of the faculty each year for 1) the outstanding publication in Science/Engineering and, 2) the outstanding publication in Humanities/Social Sciences. These prizes recognize publications in any media and may include books, novels, articles, stories, papers, and reports, as well as artistic presentations. All full-time faculty members are eligible.

3. Institute Professorships and Chairs

The Institute Professorship and Chair Program at VMI is designed to attract and retain faculty members who will enhance the quality of VMI's educational program by striving for excellence in every aspect of their contributions to teaching, scholarship, service, and cadet development. Recipients of an Institute Professorship or Chair receive an annual salary supplement. Specific terms of the program can be found through the annual call for nominations.

## **IX. PERSONNEL AND BUSINESS POLICIES**

### **A. PERSONNEL POLICIES**

#### **1. Non-discrimination Statement**

The Virginia Military Institute is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. 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. Questions regarding discrimination prohibited by Title IX of the Education Amendments of 1972, Title VII, or other federal law, may be referred to the VMI Inspector General and Title IX Coordinator, 212 Carroll Hall, VMI, Lexington, Va. 24450, (540) 464-7072, or to the U.S. Department of Education's Office for Civil Rights. Questions regarding disability services for cadets should be referred to the Director of the Center for Cadet Counseling and Disability Services, 448 Institute Hill, 2nd floor, Post Infirmary, Lexington, Va. 24450, (540) 464-7667. For employment-related disability services, contact the Americans with Disabilities Act Coordinator in the VMI Human Resources Office, Lexington, Va. 24450, (540) 464-7322.

#### **2. 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 Section III, C - *Statement on Faculty Expectations* and Section IV - *Faculty Performance Review*.)

#### **3. 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.

#### **4. Faculty Qualifications**

When evaluating faculty qualifications, primary consideration is given to the highest

degree earned in the discipline. Normally, a doctorate or master's degree in the teaching discipline, or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) from a fully accredited graduate school is sufficient.

When evaluating faculty who do not possess a degree in the appropriate discipline, the following additional criteria may be considered:

- Undergraduate and graduate degrees
- Related work experience in the field
- Professional licensure and certifications related to the teaching assignment
- Honors and awards
- Continuing professional development
- Relevant peer-reviewed publications
- Continuous documented excellence in teaching
- Other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes

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 Dean, who certifies the qualifications.

#### 5. Requirements for the Several Faculty Ranks

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

The Institute does not guarantee appointment 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.

##### a. Instructor

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

##### b. Lecturer

A Lecturer must meet the 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 between that of Instructor and that of Assistant Professor.

c. Assistant Professor

An Assistant Professor must meet the faculty qualifications (See Faculty Qualifications) and should be certified as having completed all requirements for the terminal degree in his or her teaching discipline at a fully accredited graduate school. In cases when there is limited availability of faculty, a master's degree in the teaching discipline and the equivalent of three full years of satisfactory professional experience for further graduate training may serve as adequate faculty qualifications.

d. Associate Professor

An Associate Professor must meet the faculty qualifications (See Faculty Qualifications) and should be certified as having completed all requirements for the terminal degree in his or her teaching discipline at a fully accredited graduate school. He or she should normally have taught college subjects in that discipline for the equivalent of at least six full years. The Dean 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.

e. 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.

6. Selection of Faculty

Great care is required in the investigation of candidates for teaching posts. [General Order 15, Recruitment Procedures](#) provides 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. The candidate is further interviewed by the Dean and by the Superintendent, at their discretion. After the interviews, the Department Head

consults with his or her departmental members and then recommends, through the Dean 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 Dean sends to the candidate an Employment Agreement explaining the terms of employment. Should the position be accepted, the candidate returns to the Dean a signed and dated copy of the Employment Agreement.

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 requires a criminal history check on all new hires. 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. Refer to [General Order 48, Criminal History Background Check Policy](#) for additional information.

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.

#### 7. Reappointments

Faculty members who do not have tenure may be reappointed annually. However, such reappointments neither confer nor guarantee the receipt of tenure, which must be earned in the manner set forth in the Section V *Academic Freedom and Tenure* of this *Handbook*.

#### 8. Secondary Academic Appointments

Faculty may perform in an official capacity in multiple academic departments or associated units at the Institute. These “secondary” appointments can take a wide variety of specific forms, ranging from the division of individual contractual responsibilities across curricula, to service by full-time faculty as Fellows in one or more of the Institute’s Centers, to additional part-time teaching appointments in other departments for full-time faculty. Such appointments benefit the Academic Program by allowing the Institute to meet curricular and educational needs through joint hiring and the distribution of faculty expertise across departments and units.

Secondary appointments are academic appointments that always have a corresponding primary appointment. There are two general types of secondary academic appointments.

##### a. Joint Appointments

(1) Joint appointments are a type of special appointment (see Section V, *Academic Freedom and Tenure* of this *Handbook*) that recognize a formal relationship between two academic departments, and are typically made at the time of the initial hiring of a faculty member.

- (2) An appointee's military and academic rank in the secondary department match that of his/her military and academic rank in the primary department.
- (3) Jointly appointed faculty typically are bestowed with the privileges (tenure- track/tenure and voting rights) of each department party to the appointment.
- (4) Each participating department contributes to the faculty performance evaluation of the jointly-appointed faculty member.
- (5) The specific division of a jointly appointed faculty member's responsibilities and evaluation are agreed upon *ex ante* by the participating departments as part of the joint appointment agreement. This specific division of responsibilities and evaluation determines/reflects which appointment is primary and which is secondary.

b. Dual Appointments

- (1) Dual appointments recognize a relationship with another VMI unit outside the primary appointing academic department, and are made only to faculty members already holding a primary appointment in another department.
- (2) The secondary unit need not be an academic department; it may, for example, include one of the Institute's Centers dedicated to academic pursuits. If the secondary unit is an academic department, dual appointments do not confer voting privileges or eligibility for tenure in the secondary department.
- (3) Renewal of the secondary appointment is subject to performance evaluation and approval by the faculty/administrator of the secondary unit.
- (4) Evaluation or standing in the secondary unit is not formally tied to the core faculty performance evaluation or standing of the professor in the primary department.
- (5) Additional specific terms of the secondary appointment may be negotiated between the primary department and secondary unit.

c. Process of Appointment

For new faculty hires into joint appointments, the policies defined under Section IX, *Personnel and Business Policies* of this *Handbook* for the recruitment and selection of faculty shall be followed. For the appointment of current faculty to secondary appointments, the following process shall be followed:

- (1) The faculty member seeking affiliation submits a formal application to the heads of the departments/units with which the affiliation is sought. Documentation constituting a formal application includes the following:

(a) An application letter describing the individual's credentials and proposed contributions (teaching, research, and/or service commitments) to the mission of the unit;

(b) A current curriculum vitae;

(c) A memo of support from the individual's Department Head or direct supervisor, in order to avoid conflicts with performance expectations.

(2) Upon receipt of the application, the department/unit heads will make a decision about the individual's affiliation in consultation with her or his respective faculties or decision-making bodies.

(3) If the decision is positive, the department/unit Heads forward to the Dean the application materials along with separate letters of recommendation for the faculty member to hold a secondary appointment involving the two or more departments/units. If the proposal involves the faculty member teaching course(s) in a secondary unit, the department/unit heads must also submit a memo to the Dean documenting the qualifications of the faculty member to teach the assigned course(s) using the guidelines provided under Section IX, *Personnel and Business Policies* of this *Handbook*.

(4) The Dean is the final approval authority for dual appointments. Joint appointments, if approved by the Dean, will be forwarded with his/her letter of recommendation, along with the application materials, to the Superintendent for approval.

(5) Upon approval of the Dean/Superintendent, a Memorandum of Understanding (MOU) will be developed to include the work to be done by the faculty member for the secondary department, the specification of any rights and responsibilities of the jointly/dually appointed faculty member, and the beginning and ending dates of the appointment. The MOU is signed by the faculty member, the heads or direct supervisors of the primary and secondary units, and the Dean. At the Dean's discretion, an amendment to the faculty member's employment agreement may be required for joint appointments.

## 9. Academic Freedom and Tenure

The administration acknowledges the Statement on Academic Freedom and Tenure included in Section V, *Academic Freedom and Tenure* of this *Handbook*.

## 10. Regulations on Academic Freedom and Tenure

Please see section V, *Academic Freedom and Tenure* of this *Handbook*. 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 are similar to those used by the AAUP, 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.

11. Faculty Grievance Procedures

Please see Section VII, *Faculty Grievance Procedure* of this *Handbook*.

12. Retirement and Resignation

Any faculty member considering retirement should contact the Human Resources Office at least four months prior to the planned retirement date.

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 Dean through the appropriate Department Head.

13. Non-reappointment

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

14. Continuing Evaluation of Non-Tenured Faculty

When hiring a new member of the faculty, 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 VMI's *Statement on Faculty Expectations*. Evaluation procedures are described in Section IV.

15. Faculty Dismissals

Please see Section VI of this *Handbook* for specific procedures. No faculty member may be removed except as provided under § Section 23.1-2504, Code of Virginia as follows: "A majority of the board may remove professors for good cause" (Section VI).

16. Appointment as Department Head

Department Heads are appointed by the Superintendent, on recommendation of the Dean, who shall consult with each member of the respective department when making the recommendation. Appointments will be made for an indefinite period of time, subject to review at not more than five-year intervals, at which time, members of the department may meet with the Dean 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 Dean may discharge a Department Head at any time for stated cause and without warning.

17. 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.

18. 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 without the written consent of the Dean.

The Dean will appoint an *Ad Hoc* committee to consider a faculty member's request to require VMI students to purchase a work for which he or she may earn profits or royalties. The request will include a rationale for using the work in a particular course, as opposed to some comparable work. The committee 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.

19. Outside Work

See Section III, subsection E.12 Outside Professional Activity of this Handbook.

20. Absence from Duty

a. Leave of Absence

VMI faculty who are absent from post for any reason, whether on personal or official business, are required to obtain permission from their Department Head to be absent. Extended leaves of absence of fourteen (14) business 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 Dean. Contact information sufficient to permit the Institute to reach the faculty member, if necessary, during the absence, shall be left with the Department Head or departmental secretary.

b. Vacation Periods

Faculty are officially employed for a 10-month period commencing on 1 August and ending on 31 May. Those who wish to leave the Institute before 16 May or to return after 1 August must obtain permission from their Department Head, who will consult with the Dean and the Superintendent. Faculty 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.

c. 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 Dean 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.

(1) *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.

(2) *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 or her duties after reaching the end of Personal Medical Leave Without Pay, then the employment will be terminated (refer to Section VI, 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 Dean, 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 Dean 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 Family and Medical Leave Act (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.

d. Pregnancy Leave

Personal medical leave as provided above may be used for pregnancy and childbirth and shall run concurrently with Parental Leave as prescribed by [General Order 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 leave take place during the academic year.

e. Family and Medical Leave Act (FMLA)

The Institute recognizes that faculty 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 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 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 s or 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 [General Order 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. If FMLA Leave is needed, please contact the Human Resources Office.

f. Return from Medical Leave

A faculty member 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.

21. 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. Full-time faculty members who accept teaching

appointments during the Summer Sessions, or the Summer Transition Program, are considered part-time faculty for the term of the appointment(s).

a. 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 for part-time hires. VMI may extend an appointment offer to an individual, 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. Refer to [\*General Order 48, Criminal History Background Check Policy\*](#), for additional information.

b. Appointment.

Part-time faculty members are appointed for an academic year, a semester, a portion of a semester, a Summer Session, or a Summer Transition Program. 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 Dean 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 or 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. 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 are not eligible for promotion. Part-time faculty 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.

c. Compensation.

Compensation for part-time faculty members will be on a flat fee basis by department per three-credit course. This rate will be adjusted upward or downward by 33.3% per credit hour for one-, two-, and four-credit hour courses that do not include labs. Compensation for three-hour labs will be 50% of the compensation for a three-credit course. This rate will be adjusted upward or downward by 33.3% per hour for one-, two-, and four-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 Dean.

d. 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 during the academic year. 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.

e. 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.

f. Supervision.

The Dean 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.

g. Benefits.

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

## **B. 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 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.

#### 4. 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.

### C. **SALARIES AND COMPENSATION**

#### 1. Faculty Compensation

The Institute Compensation Committee, charged with developing a salary plan that reflected the academic marketplace, adopted the current faculty compensation model in 2014. The overall salary average at VMI is determined by comparison with faculty salaries in other public colleges and universities within the Commonwealth of Virginia, as determined by the Superintendent. The model then uses the *National Faculty Salary Survey Multi-Discipline Report* published annually by the College and University Professional Association for Human Resources (CUPA-HR) to determine the relative target salaries for each faculty member. The model is based on:

- a. the salary averages for faculty at all institutions participating in the survey
- b. academic discipline
- c. academic rank



- d. the number of years of service within the rank, and
- e. whether the faculty member holds a merit-based faculty chair

The model yields a target salary for each faculty member and is used as a guideline for new hires and equity in compensation considerations.

## 2. 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.

## 3. 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. Pay dates are normally the 1<sup>st</sup> and 16<sup>th</sup> 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.

## 4. 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 Dean may apply the available funds as follows:

- Provide all faculty with a uniform salary increase. Salary increases will be applied to all faculty except those who have not met expectations in each of the two preceding evaluation cycles.
- 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, as 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 increase equal to five percent of their current total salary before promotion, or \$3,000, whichever is higher. 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.

#### 5. 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. However, the bonus amount shall not exceed \$2,000.

#### 6. Supplemental Payments

Supplemental payments are compensation paid in addition to an employee's regular wages. They include, but are not limited to, bonuses, grants, summer school pay, and various other stipends. Paperwork to generate supplemental payments must be processed through 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 pay periods 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.

#### 7. Electronic Direct Deposit

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 "Pay 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.

8. 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.

9. 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:

a. After Tax Deductions

- Commonwealth of Virginia Campaign
- Group Disability Insurance
- Rent (Post Housing Only)
- VMI Foundation
- VMI Keydet Club
- Optional Life Insurance

b. Pre-Tax Deductions

- Flexible Dependent Care Reimbursement Account
- Flexible Medical Reimbursement Account
- Health Insurance
- Tax Sheltered Annuities

**D. BENEFITS**

1. 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) Hybrid Plan* is a combination of a defined benefit and a defined contribution plan. The retirement benefit for the defined benefit portion is determined by the number of years of service accumulated in VRS covered positions, age at retirement, and the average of five highest consecutive years of salary. The defined contribution benefit is based on the gains and losses in your defined contribution account. This plan produces a larger benefit for those who have long service with employers who are covered by VRS.

The *Optional Retirement Plan (ORP)* is a defined contribution plan that 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 employee makes the investment choices 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 available providers.

2. 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.

3. 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 — natural death and accidental death, and dismemberment insurance. The group life insurance benefit for natural death is twice the employee's annual salary. The natural death benefit is doubled for accidental death. 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.

4. Health Insurance.

Full-time, salaried faculty members are eligible for membership in the State Health Benefits Program. Eligible dependents may be covered. Please refer to VMI's Benefits Summary handbook to help understand the choices and to provide guidance through the enrollment process.

5. 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.

6. Other Benefits Programs

a. 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 Securian Financial Group. An employee is eligible to enroll if he or she is an active employee currently covered under the VRS Basic Group Life Insurance Program.

b. Group-Long Term Disability Insurance

If Optional Retirement Plan is elected, you have the option of enrolling into a group long-term disability insurance program through Reliance Standard. You may select 50% or 60% replacement of salary. Premium is based on age and salary and premium is paid by employee.

c. Voluntary Group Long Term Care Program

Long-term care through Genworth Life Insurance Company covers services such as nursing home care or at-home care to assist with bathing, eating or other activities of daily living. Eligible family members may also apply for coverage. Premiums are based on age and is paid by enrollee.

d. 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 still pays for the cost of health or dependent care expenses, but saves on federal, state and social security taxes.

e. Tax Sheltered Annuities (TSA)

VMI offers optional supplemental retirement annuity plans faculty members who wish to take advantage of the tax savings and tax deferral benefits of these plans. Contributions to a TSA are set aside from the rest of the faculty's income before taxes are calculated. Faculty pays no taxes on your TSA earnings until she or he receives them as income. A TSA plan is entirely optional and, subject to federal rules and the rules of the company administering the TSA, an employee may enroll or discontinue

participation at any time. Faculty member are eligible to participate in the “Cash Match Program” where VMI will provide a 50% match of the faculty’s monthly contribution to a participating provider up to a maximum of a \$40 match per month. Please contact the Human Resources Office for a list of providers.

f. 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.

(1) Maternity Uniforms

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

g. Mess Hall Meals

The Dean will support two meals each month for faculty who are acting in their official capacity as faculty advisers, language table supervisors, and the like. Requests for prior approval of additional faculty meals in the performance of official duties and responsibilities may be submitted to the Dean’s Office.

h. 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. When traveling at state expense, the appropriate forms must be completed and authorization to expend state funds must be obtained in advance.

i. Tuition Benefits

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

j. 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.

k. Quarters on Post

Quarters of various sizes and degrees of desirability are available for rental at varying rates. Such quarters are assigned according to [\*General Order 40, Housing Policy\*](#). The accommodations consist of single-family houses and apartments.