



# VIRGINIA MILITARY INSTITUTE

FACULTY HANDBOOK  
MAY 2021

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FACULTY HANDBOOK, MAY 2021<sup>1</sup>  
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<sup>1</sup>MAY 2021 *Handbook* approved by the Board of Visitors on 1 May 2021

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.

### 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. Assistant Professor. The assistant professor presents evidence of enthusiasm for developing teaching ability through adherence to departmental goals, standards for courses, and criteria for evaluation; careful preparation of course materials, including the utilization of appropriate technology; development of a reasonable range of courses; and participation in relevant workshops. The assistant professor acts appropriately to address suggestions for improving teaching.
  - b. Associate Professor. In addition to continuing to fulfill the basic expectations of the assistant professor, the associate professor contributes substantively to curriculum and program development, either within or outside the department at VMI, and applies research and/or consulting to teaching, particularly in advanced courses.
  - c. Professor. In addition to continuing to fulfill the basic expectations of the associate professor, the professor mentors assistant and associate professors on topics of teaching excellence.
2. Scholarly Engagement. Scholarly engagement informs excellent teaching and enhances both the quality and the reputation of the academic program.

Engagement may be measured by a variety of means, including, in any combination: published articles or books; presentations at local, regional, national, and international conferences; consulting; and research conducted with undergraduates.

- a. Assistant Professor. The assistant professor presents evidence of scholarly engagement through pursuing and sharing the results of scholarly inquiry in his or her field(s). The assistant professor participates in local, regional, national, or international conferences in his or her field(s).
- b. Associate Professor. The associate professor presents evidence of scholarly engagement through a more consistent pattern of scholarly activities in a field or

fields than is expected of the assistant professor, possibly including the scholarship of teaching.

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

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

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

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

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

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

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

Contributions to cadet development may be measured by a variety of different means, including, in any combination: advising; work with cadet organizations; professional mentorship, including contributions to cadet leadership and character development

- a. Assistant Professor. The assistant professor demonstrates a commitment to cadet development through evidence of attentive academic advising and involvement in activities especially at the department level.
- b. Associate Professor. The associate professor demonstrates excellence in cadet development through evidence of attentive academic advising and involvement in activities at both the department and Institute levels.
- c. Professor. The professor demonstrates excellence in cadet development through evidence of attentive academic advising and initiative in creating programs or opportunities to promote cadet development at both the department and Institute levels.

## 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.

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*.

## **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.

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.