



Roanoke College

2026-2027 Faculty Handbook

48th Edition

Adopted: November 29, 1989
Published: January, 1990
Revised: July, 2026

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1 History, Mission, Organization and Governance

1.1 Founding

Roanoke College was founded in 1842 by two Gettysburg College graduates, David F. Bittle and Christopher C. Baughman, who established "The Virginia Institute" near Mt. Tabor Church, about eight miles southwest of Staunton, Virginia; in 1845 the school was incorporated by the Virginia Legislature as "The Virginia Collegiate Institute." In 1847 it was moved to Salem, and in 1853 it was incorporated as "The Trustees of Roanoke College, Inc." by the Virginia Legislature. *The First Hundred Years, An Authentic History* by William Edward Eisenberg, published by the Trustees of Roanoke College, gives a continuous picture of the institution from its founding up to 1942. "*Dear Old Roanoke*": *A Sesquicentennial Portrait, 1842-1992*, a book by Dr. Mark F. Miller, gives a fifty-year update on the College's history.

1.1.1 Accreditation

Roanoke College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate's, baccalaureate, and master's degrees. Questions about the accreditation of Roanoke College 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 (<https://sacscoc.org/>)

The Chemistry program is an approved program of the American Chemical Society. The Business Administration Program is accredited by the Accreditation Council for Business Schools and Programs. The Biochemistry program is accredited by the American Society for Biochemistry and Molecular Biology. The Education Program is approved by the Virginia Department of Education and accredited by the Council for the Accreditation of Educator Preparation (CAEP). The College is a member of the Network of ELCA Colleges and Universities, the Council of Independent Colleges, the College Entrance Examination Board, the National Commission on Accreditation, the Association of American Colleges, and the Association of Virginia Colleges. It is on the list of approved colleges of the American Association of University Women, and holds membership in a number of non-accrediting organizations.

The College conducts a Fall Semester, Spring Semester, May Term and Summer Sessions.

1.2 Vision, Mission, Purpose Statement

1.2.1 Vision Statement

We champion potential, providing learning and leadership through leading-edge academic programs and transformative educational experiences, giving students the mettle, mindset, and empathy to pursue lives of purpose, build meaningful careers, and meet our society's most pressing needs.

1.2.2 Mission Statement

Roanoke College develops students as whole persons and prepares them for responsible lives of learning, service, and leadership by promoting their intellectual, ethical, spiritual and personal growth.

1.2.3 Statement of Purpose

Roanoke College pursues its mission through an innovative curriculum that combines a core program in the liberal arts with career-oriented major fields of study in the natural sciences, the social sciences, and the humanities and fine arts. Founded by Lutherans in 1842, Roanoke College welcomes and reflects a variety of religious traditions. The College honors its Christian heritage and its partnership with the Lutheran church by nurturing a dialogue between faith and reason. In keeping with its history and mission, the College strives to be a diverse community, nationally and internationally.

Central to achieving the purposes of the College is a strong commitment to liberal education and its vision of human freedom leading to service within the human community. The College's learning goals, therefore, focus upon developing both a student's confident sense of freedom in the world and a sense of purpose in using that freedom. Through these goals the College strives to produce resourceful, informed, and responsible citizens prepared for productive careers and for leadership in community.

1.2.4 Freedom with Purpose: A Liberal Arts Education at Roanoke College

https://www.roanoke.edu/about/mission_and_vision/liberal_arts_education

Part I: Philosophy

Education in the Liberal Arts is education for liberation. The term “liberal arts” derives from the Latin *artes liberales* and means, literally, the subjects of study appropriate to free persons. And the verb “to educate” means, in its Latin root, “to lead.” A liberal arts education, then, is one that leads out from small worlds into larger ones.

It leads us out from small, safe worlds into larger, more interesting ones by training in us a dissatisfaction with partial knowledge, with sloganeering, and with fixed ideologies. It instills in us instead an appreciation for the true complexity of things and a lifelong commitment to learning. A mind so trained respects facts, employs apt methods, and engages in creative problem solving. It examines alternatives; it does not fear tension or paradox. It welcomes the stubborn “misfit” fact that cracks open a too-small view and releases us into a wider play of thought. And it encounters this liberating openness in the vision of artists; in the venturesome thought of philosophers, theologians, and mathematicians; in the observation and experimentation of scientists; in the insights of social scientists; and in the experience of living in community.

A liberal arts education at a small, residential college frees us from isolation within ourselves into a community of learners and sharers, a community of discovery and collaboration in which we can grow as individuals in constructive engagement with others.

A liberal arts education frees us from a reliance upon received opinion into an achieved personal authority by training the skills of critical thought, sound research, and informed and reasoned debate. At Roanoke College this freedom grows out of a tradition of debating societies within a community of open discourse.

A liberal arts education frees us from entrapment within the conventions of our present place and time into a wider perspective that comprehends our own legacies, the breadth of human history, and the variety of human cultures. To support this work, Roanoke College commits itself to the work of building a diverse and tolerant college community.

A liberal arts education frees us from superficiality and distraction into the satisfactions of knowledge in depth, in which depth of learning leads to useful understanding—and to pleasure, wonder, and awe. At the same time, a liberal education frees us from mere specialization into a wider dialogue, in which depth of knowledge is shared and debated to clarify distinctions, to discover patterns, and to integrate human knowledge into an ever larger and more adequate view.

A liberal arts education engages ethics and questions of ultimate meaning. It does not offer pat moral answers. Instead, it provides the basis of all moral behavior—it helps us to imagine the reality of other lives. In matters of ethical living, it does not limit itself to the human, social world, but includes thoughtful consideration of our place within the natural world. At Roanoke College these inquiries are informed, in part, by a tradition of Lutheran education that encourages a dialogue between faith and learning.

Education in the liberal arts frees us from purposelessness into productive careers and lives of service, in which our work to discover what is good, true, and beautiful leads on to work for good in the world.

The effects of a liberal arts education—an education for liberation—are a love of learning, an openness within the vastness of what we do not know, and a desire to use what we do know in ethical living, engaged citizenship, and service for the general good. The broad aim of such an education, therefore, is to produce resourceful, informed, and responsible citizens.

Part II: Principles

At Roanoke College a liberal arts education prepares students for lives of freedom with purpose. The College aims to produce resourceful, informed, and responsible citizens prepared for productive careers and for leadership in community, with an understanding of community appropriate to American diversity and to the increasingly global experience of the 21st century.

- I. Traditionally, the liberal arts are the skills of freedom. A liberal arts education at Roanoke College aims to produce **resourceful citizens** by developing these skills and habits of mind, including:
 - the ability to read, listen, and observe carefully
 - the ability to access information from disparate sources, to assess it appropriately, and to develop information into useful knowledge
 - the ability to think critically, analytically, and creatively; to apply apt methods; to reason with rigor; and to use effective problem-solving skills
 - the ability to use writing as a tool of thought and to communicate effectively in a variety of written and oral forms
 - the ability to construct, understand, and evaluate arguments that use quantitative reasoning
 - the ability to understand scientific discovery and to appraise it wisely; the ability to make judicious use of new technologies
 - the ability to work independently and collaboratively and to participate in experiential learning.
- II. Knowledge is essential to freedom. A liberal arts education at Roanoke College aims to produce **citizens informed** by:
 - the cardinal achievements of human imagination as expressed in the arts and humanities, in the sciences, and in the social sciences
 - depth of knowledge in at least one academic field of study, complemented by a breadth of experience across the traditional divisions of knowledge sufficient to enable integrative learning and thinking
 - knowledge of the histories, values, and achievements of both western and non-western cultures in depth sufficient for the appreciation of disparate values and perspectives; this knowledge includes the cultural insight gained through language study
 - knowledge of the values and histories that gave rise to liberal democracy in the United States and an understanding of contemporary issues from a variety of perspectives.
- III. Freedom, according to Martin Luther, includes both “freedom from” varieties of oppression and “freedom for” service in community. A liberal arts education at Roanoke College aims to produce **responsible citizens** by cultivating in its students:
 - a commitment to academic integrity and intellectual freedom
 - a lifelong commitment to learning and to using that learning in active engagement with others
 - a sense of responsibility in which individual identity is honored within a diverse community characterized by mutual understanding and respect
 - a commitment to engage in contemplation and reflection as a prelude to action, to make principled and ethical decisions, and to participate in deliberative public discourse
 - a commitment to health in its largest sense: the physical and emotional well-being of self within a community that balances intellectual, ethical, spiritual, and personal growth
 - a willingness to understand and respond to the needs and challenges of our time, both as individuals and as members of wide, inclusive communities
 - a desire to contribute to the common good at Roanoke College, in the Roanoke Valley, and beyond.

1.2.5 Church Relationship

https://www.roanoke.edu/student_life/spiritual_life/rooted_and_open

The following statement was adopted by The Board of Trustees:

"In 1842 Roanoke College was founded upon the principle that the pursuit of knowledge is enhanced by spiritual truth. Our first president was a Lutheran clergyman; many of our first trustees were Lutheran laymen. Therefore, the Christian gospel has been an inherent force in the life of this institution from the very outset. The trustees and faculty of Roanoke College today believe that ideal education consists of intellectual development within a Christian atmosphere.

"Roanoke College has wisely opened its doors to young men and women of all faiths and denominations. Those who have been educated here came from a variety of religious backgrounds. Large segments of our financial support have sprung from secular sources. Yet, the College has always related itself to the Lutheran Church, traditionally and by charter."

"In an era of growing secular influences and trends in American institutions of learning, the Trustees of Roanoke College wish to reconfirm the ties which have bound the College and the Church. Roanoke is the second oldest Lutheran College in America, and we are proud of this distinguished heritage. The trustees desire that the years ahead will see a strong and vital relationship between Roanoke College and the Evangelical Lutheran Church of America. We believe that this Christian commitment will cause our College to flourish in the highest sense of academic freedom and responsibility to society."

1.3 Organization

1.3.1 Board of Trustees

The Board of Trustees of Roanoke College serves as the governing authority for the College. The Board is comprised of up to 34 members, who hold office for staggered terms. In addition, the President of the College, the Treasurer of the Corporation (Board of Trustees), the President of the Roanoke College Alumni Association (or successor organization), the Chair of the President's Advisory Board (or successor organization), and the Chair of the Roanoke College Parents Council (or its successor organization) serve as *ex officio* members.

The Board selects and employs the President and officers and agents as it may deem proper and approves policies concerning the general operation of the College, particularly in areas of investments, budget information, maintenance of buildings and grounds, and development, are determined by the Board of Trustees, usually on the recommendation of the President of the College.

The Board operates through an Executive Committee and other committees. As the chief executive officer for the College, the President also serves as an *ex officio* member of all standing Board committees. The Board holds regular meetings in February, April and October of each year. Special meetings may be called by the President with concurrence of the Officers of the Board.

1.4 Administrative Structure

1.4.1 Administrative Staff

This section of the *Handbook* provides information about the administrative structure of the College and about administrative positions of interest to faculty. This information is available on the College website at https://www.roanoke.edu/about/office_of_the_president/executive_leadership.

1.4.1.1 Title: President

Reports to: Board of Trustees

Job Summary: The President serves as the chief executive officer for the College, with overall responsibility for all administrative and educational matters. The President also serves as the primary spokesperson and representative

for the College's relations with its major constituencies -- the campus community (students, faculty, and staff); parents and friends; alumni; the Roanoke Valley; and business and government leaders outside the local area.

1.4.1.2 Title: Senior Vice President for Academic Life and Learning and Dean of the College

Reports to: President

Job Summary: As the chief academic officer of the College, the Senior Vice President for Academic Life and Learning is responsible for developing and maintaining high-quality academic programs and for providing philosophic and academic leadership. The SVP is committed to high-quality, inclusive liberal arts education and to strengthening the creative and professional capacities of the faculty. Areas of responsibility include: the Library, the Registrar, Institutional Research, Effectiveness, and Planning, School leadership, the Teaching Collaborative, and all staff in the office of Academic Affairs.

1.4.1.3 Title: Vice President for Advancement

Reports to: President

Job Summary: The Vice President for Advancement is responsible for overseeing fund raising, alumni and family relations, church relations, planned giving, campaign publications, and external relations for the College.

1.4.1.4 Title: Senior Vice President for Finance and Operations

Reports to: President

Job Summary: As the chief fiscal officer for the College, the Vice President for Finance and Administration is responsible for the prudent fiscal management of the College. This officer supervises business operations, human resources, auxiliary services, facilities, and information technology. This officer oversees the management of the College endowment funds.

1.4.1.5 Title: Assistant Vice President, Orientation to Career and Senior Advisor for Belonging, Inclusion, and Title IX

Reports to: Vice President for Enrollment Strategy & Student Success and the President

Job Summary: The Senior Advisor provides high-level leadership and vision to advance the College's institutional priorities around belonging, inclusion, and access.

1.4.1.6 Title: Vice President for Enrollment Strategy & Student Success

Reports to: President

Job Summary: The Vice President for Enrollment Strategy & Student Success provides strategic leadership for admissions, financial aid, and associated enrollment functions, and oversees marketing, branding, and communications for the College.

1.4.1.7 Title: Director of Athletics

Reports to: President

Job Summary: The Director of Athletics is responsible for providing oversight and strategy for the College's comprehensive NCAA Division III athletics program and facilities.

1.4.1.8 Title: School Dean

Reports to: Vice President and Dean of the College

Job Summary: This position is responsible for School leadership in curriculum, assessment, planning, and budgeting. Along with assistant deans, this position recruits, supervises, and evaluates program faculty and administrative staff.

1.4.1.9 Title: Library Director

Reports to: Vice President and Dean of the College

Job Summary: The Library Director is responsible for the effective administration of all library services and operations, including planning, budgeting, and hiring, supervising, and evaluating library staff.

1.4.1.10 Title: Associate Vice President for Academic Operations

Department: Academic Affairs

Reports to: Senior Vice President and Dean of the College

Job Summary: The Assistant Vice President for Academic Operations oversees staffing and scheduling of courses and supervises the chair of the Academic Integrity Council; monitors and provides support for the operations of the academic programs monitors implementation of classroom policies, grading, and student complaints or misconduct; oversees Academic Affairs data and software projects; serves as a liaison between Faculty and Administration; and teaches as needed up to one course per year.

1.4.1.11 Title: Assistant Vice President for Curriculum, Advising, and Assessment

Department: Academic Affairs

Reports to: Senior Vice President and Dean of the College

Job Summary: The Assistant Vice President for Curriculum, Advising, and Assessment oversees Academic Advising, Academic Assessment, Experiential Learning, Global Engagement, and Major Scholarships and Fellowships; coordinates New Faculty Orientation; serves as a liaison between Faculty and Administration; and teaches as needed up to one course per year.

1.4.1.12 Title: Registrar

Department: Academic Affairs

Reports to: Vice President and Dean of the College

Job Summary: The Registrar maintains academic records and coordinates procedures related to the maintenance of academic records; oversees implementation of academic policies and deadlines; oversees registration; and certifies degrees.

1.4.1.13 Title: Director of Institutional Research, Effectiveness, and Planning

Department: Academic Affairs

Reports to: Vice President and Dean of the College

Job Summary: The Director of Institutional Research, Effectiveness, and Planning maintains and disseminates instructional, enrollment and other institutional data; assists with accreditation and other institutional compliance procedures; and assists with planning and decision making, primarily by providing and interpreting data.

1.4.1.14 Title: Senior Director of Grants and Strategic Partnerships

Department: President's Office

Reports to: President

Job Summary: The Senior Director of Grants and Strategic Partnerships identifies sources of funding, encourages faculty to apply for and assists in the preparation of proposals for grants, and administration of grant funds for the support of academic projects, programs, and scholarly activity; facilitates collaboration between Academic Affairs and Advancement; and conducts foundation research and report writing.

1.5 Roanoke College Chart of Organization

<https://www.roanoke.edu/a/61251>

1.6 Governance at Roanoke College

The governance of Roanoke College is derived from the Charter and By-Laws and the Statement of Purpose of Roanoke College. For the governance relationship to function effectively, it must be based on mutual trust and cooperation of all appropriate estates of the College. The estates of the College include the trustees, the administration and staff, the faculty, and the student body. Clear lines of responsibility and accountability must be established with appropriate means of evaluation and feedback. Effective governance includes College-wide planning with participation by all levels and estates of the College. The powers and responsibilities of the various faculty governing committees and structures are listed in the *Faculty Handbook*, Sections 1.6.2-1.6.5 and 1.7.

The Faculty's primary responsibility is to develop the purposes and mission of the College by proposing and implementing educational goals. The Faculty thus has primary responsibility for the educational program including curriculum, academic standards, requirements for graduation, pedagogies, faculty status, admissions standards, and other academic policies. The Faculty also monitors the impact of all aspects of College operations on the educational program.

1.6.1 The Constitution and By-Laws of the Student Government Association (see *Student Handbook*)

1.6.2 Administrative Bodies

1.6.2.1 The President's Cabinet

The President's Cabinet is chaired by the President and consists of the Senior Vice President for Academic Life and Learning and Dean of the College; Senior Vice President for Finance and Operations; Vice President for Enrollment Strategy and Student Success; Vice President for Advancement; Chief of Staff to the President; General Counsel; and others named by the President.

The Cabinet has responsibilities to the President to:

- A. Provide effective administrative leadership for Roanoke College in planning, coordinating, and evaluating all areas of College life;
- B. Articulate the mission of the institution;
- C. Initiate, develop, and implement strategies designed to achieve the goals and objectives of the College.
- D. Meeting times are weekly or at the call of the President.

1.6.2.2 Academic Affairs Council

The Academic Affairs Council is chaired by the Vice President and Dean of the College and consists of School Deans, Assistant Deans, the Associate Vice President for Academic Operations, Assistant Vice President for Curriculum, Advising and Assessment the Library Director, the Registrar, the Director of Institutional Research, Effectiveness, and Planning, and the Senior Director of Inquiry, and others named or invited by the VPAA. The responsibilities of this Council are to:

- A. Advise the VPAA on matters relating to School concerns and academic programs;
- B. Facilitate communication and the sharing of management information and ideas among academic leadership;
- C. Facilitate cooperative problem solving in the academic areas;
- D. Facilitate the exchange of information between the academic programs and the non-academic administrative divisions of the College.

Meeting times are monthly during the academic year or at the call of the Vice President and Dean of the College.

1.6.2.3 Other Administrative Groups

These groups have some faculty membership but are established by various administrative members of the College.

1.6.3 Councils of the College (Cross-Estate Committees)

1.6.3.1 Shared Governance Council

1.6.3.1.1 Membership

- A. Staff Moderator
- B. Staff member elected at-large
- C. Faculty Moderator
- D. Faculty member elected at-large
- E. Vice President for Academic Affairs
- F. Student Government Association President
- G. Student member elected at-large
- H. Trustee representative, appointed by Trusteeship Committee of the Board
- I. Appointee from Human Resources
- J. College President
- K. Appointee from the President's Office

1.6.3.1.2 Responsibilities

The cross-estate Shared Governance Council continually develops, monitors, and assesses shared governance at the College.

This council:

- A. Serves as an advisory group that can be consulted about best practices in shared governance, especially when there is friction in the process;
- B. Advises other shared governance bodies that wish to create policies with significant (cross-divisional) impact;
- C. Advises on expedited decision-making under exigencies;
- D. Offers to the RC community, in collaboration with other groups (e.g., Teaching Collaborative, Board of Trustees, Staff Council, etc.), professional development on shared governance;
- E. Regularly solicits feedback on the operation of shared governance from the College community;
- F. Creates and maintains a central location for shared governance documents.

1.6.3.2 Student Life Council

1.6.3.2.1 Membership

The council shall consist of six voting members who are representatives of the student body, faculty, and staff and is chaired by the Dean of Students. Student Activities staff members serve on the council as non-voting, *ex officio* members unless appointed as a voting member (see below):

- A. The Dean of Students serves as Chair except in matters requiring a tie-breaker;
- B. One member of the Faculty, elected at-large by the Faculty for three-year terms;
- C. Three representatives from staff appointed by the Vice President for Student Success/Dean of Students;
- D. Two executive members of Student Government Association (the President and the Treasurer or their designees);

1.6.3.2.2 Responsibilities

Established on September 22, 1966, by the President of Roanoke College, the Student Life Council (SLC) was created to function in the interest of the College community as a forum and source of communications for students, faculty, and the administration. Today, one of the SLC's primary functions is to determine the allocation of funds for student organizations and student media. Other business is brought to SLC by members as a result of student requests or actions by the SGA senate. SLC is empowered to examine, review, evaluate, and make recommendations to the Dean of Students. SLC may also make recommendations to other committees and/or administrators of the College where deemed appropriate.

- A. Approve the fiscal year student activities fee allocations;
- B. Suggest or approve recommendations for changes to the student activity fee;
- C. Approve proposed new student organizations recommended by the SGA;
- D. Provide oversight and guidance to the Student Media groups including the Brackety-Ack and WRKE Radio;
- E. Select the Editor-in-Chief of the Brackety-Ack;
- F. Select the annual Student Life Award winners including Outstanding Student Leader of the Year, Outstanding Advisor of the Year of the Year, and Outstanding Organizations of the Year;
- G. Submit nominations to Academic Affairs for faculty to vote on for the following awards: Annie Terrill Bushnell Prize, Reverend Doctor John E. Bushnell Prize and John Todd Faw Memorial Award;
- H. Advise the Vice President for Student Success on any co-curricular matter (i.e., any campus program or activity that exists in conjunction with, has an impact on, or is influenced by the curriculum or academic life) submitted to the Council;
- I. Initiate studies and develop recommendations concerning student co-curricular life;
- J. Report findings and recommendations to the Vice President for Student Success on matters pertinent to SLC concerning regulations, procedures, goals, or grievances regarding student co-curricular life.
- K. Report to the faculty as needed and provide a written annual report.

1.6.3.3 Technology Governance Executive Committee

1.6.3.3.1 Membership

- A. CIO
- B. Associate CIO
- C. 2 additional IT staff (appointed by CIO)
- D. Chair of Data Management Team
- E. President's Office representative (appointed by the President)
- F. Director of HR or designate
- G. Controller/Chief Accounting Officer
- H. VP for Academic Affairs or designate
- I. Director of the Library or designate
- J. Director of Institutional Research, Effectiveness, & Planning
- K. Faculty member (appointed by the VPAA, usually for a 3-year term)
- L. Interim VP for Enrollment Strategy and Student Success Dean of Students
- M. Director of Strategic Student Success Initiatives
- N. VP for Advancement or designate
- O. VP for Community, Diversity, and Inclusion or designate
- P. Director of Athletic Communications

1.6.3.2.2 Responsibilities

The Technology Governance Executive Committee provides oversight and coordination of technology use at Roanoke College. The Committee makes decisions and establishes policies to ensure that the technology aligns with the College's mission and strategic priorities. The Committee will have authority to lead strategic technology initiatives and make recommendations to the Chief Information Officer, the Vice President for Finance and Administration, and the President. The Committee will collaborate with other governance teams in accordance with Roanoke College procedures.

- A. The Committee will assist in developing the strategic direction for the long-term technology decisions across Roanoke College.
- B. The Committee will provide input for common technology solutions and general technology resource allocation across Roanoke College.
- C. The Committee will assist in developing general policies, provide guidance, and confirm standards for technology issues across Roanoke College.
- D. The Committee will provide input for training initiatives to ensure consistency of expertise for the latest technologies and best practices.

1.6.4 Faculty Constitution

Preamble: Roanoke College is dedicated to educating its students and instilling in them a lifelong commitment to learning. The Faculty of the College has the responsibility of providing leadership and guidance in the development and implementation of the College's learning activities. The Board of Trustees, by charter, possesses the legal authority to operate the College. The Board delegates to the President of the College the responsibility for the supervision and management of the College. The purposes for which the College exists can be effectively and efficiently attained only if a working environment of mutual trust and cooperation among the estates of the College is maintained. In order to accomplish its leadership role in the educational processes of the College and its concern for all aspects of the environment which affect the learning process, the Faculty adopts this constitution.

Article I (Membership): The title of this estate is the Academic Faculty of the College. The Faculty consists of all persons appointed by the Board of Trustees to the ranks of Professor, Associate Professor, Assistant Professor, or Instructor, all of whom have teaching responsibilities which constitute at least one-half of their workload; the Director of the Library; the Associate and Assistant Vice Presidents in Academic Affairs; the Dean of the College; and the President of the College. These constitute the Academic Faculty who are entitled to attend, participate in, and vote in meetings of the Faculty.

Article II (Responsibilities): The Faculty is an essential estate within the College community whose voice must be heard and given due regard on matters of concern to the community. The primary responsibility of the Faculty is to develop and implement the educational policies and programs of the College. The Faculty has the power to establish its By-Laws subject to approval by the Board of Trustees. The Faculty shall fulfill its responsibilities and render its advice and recommendations through Faculty meetings, standing Faculty committees, and other bodies deemed appropriate by the Faculty.

Article III (Amendments): Motions to amend this constitution must be introduced by at least ten members of the Academic Faculty. Amendments must be approved by at least 75 percent of the full Academic Faculty.

1.6.5 By-Laws of the Faculty of Roanoke College

Article I (Membership):

Section 1: Membership in the Faculty is defined in Article I of the Faculty Constitution

Section 2: In addition to the Academic Faculty the following may attend and participate in discussions of the Faculty meetings: members of the President's Cabinet; the Assistant Vice Presidents in Academic Affairs; Registrar; Lecturers; full-time visiting faculty; Director of International Education; administrators who hold faculty rank per Section 2.1.6 of the *Handbook*; Chaplain. The Moderator may invite others to attend and participate in Faculty meetings.

Section 3: Student Associates (the President of the Student Body, the Editor of the student newspaper) are invited to attend Faculty meetings.

Section 4: Those mentioned in Sections 2 and 3 may not offer formal motions or participate in voting. Such individuals may be excused from meetings when deemed appropriate. The exception to this is for Lecturers and

full-time Professors of Practice, who may opt to attend, participate in, and vote in meetings of the Faculty as outlined in Section 2.1.5.4. and 2.1.5.7.

Article II (Function of the Faculty Meeting):

Within the framework of the responsibilities outlined in the Constitution and By-Laws, actions taken at Faculty meetings shall be the highest authority in initiating, adopting, and implementing policies, regulations, and procedures intended to achieve the educational objectives of Roanoke College and the general welfare of those involved in these educational processes.

Article III (Officers):

Section 1: Faculty meetings will be chaired by the *Moderator*, who will be elected every two years by the Faculty. Only members whose workload is at least one-half teaching shall serve as Moderator. The Moderator is expected to receive a reduction in teaching load of three units in their first year and two units in the second year they serve as Moderator, with approval from Academic Affairs.

The *Moderator* shall preside over meetings of the Faculty and perform other duties germane to the role as chair. The Moderator shall also serve as the chair of the Faculty Affairs Committee. The Moderator may designate a substitute to chair Faculty meetings if the Moderator is unable to attend.

The *Moderator* shall ensure that accurate records of the proceedings of the meetings are kept and distribute the minutes to all members of the Faculty prior to each meeting. A secretary will be appointed to assist with keeping meeting minutes.

The *Parliamentarian* shall serve as advisor to the Moderator on matters of parliamentary procedure.

The *Technology Coordinator* shall serve as the supervisor and contact person for all technology needed for the running of the Faculty Meeting.

Section 2: The election of the Moderator shall be held during a meeting in the fall. The Faculty Affairs Committee shall act as the nominating committee; additional nominations may be made from the floor. A simple majority shall be required for election. If there are more than two candidates and none of the candidates receives a majority, a run-off election shall be held immediately between the two candidates who receive the highest number of votes. The Moderator-elect may attend meetings of the FAC in the spring term as a nonvoting member. The Moderator shall take office at the start of the next academic year. The Parliamentarian and Technology Coordinator shall be appointed by the Moderator and take office at the start of the next academic year.

Article IV (Meetings):

Section 1: The Faculty should typically meet every month during the regular academic year to transact business. Additional meetings may be called by the Faculty Affairs Committee, on a petition signed by at least ten members, or at the request of the President or the Dean of the College.

Section 2: In consultation with committees, councils, and administrative officers, the Faculty Affairs Committee will prepare the agenda for the meeting.

Section 3: The agenda of the meeting will normally consist of the items that necessitate faculty discussion and/or action; the dissemination of information which can be accomplished expeditiously via other forums or channels should not normally be placed on the agenda. At least one week's written notice to the Academic Faculty is required for all matters to be brought before the Faculty for action. (Relevant amendments are allowed.) This rule may be suspended at any Faculty meeting by a two-thirds vote of those present.

Section 4: *Robert's Rules of Order* shall govern Faculty meetings in all cases to which they apply unless modified by these By-Laws.

Article V (Voting):

Section 1: For voting purposes, a majority of members shall constitute a quorum.

Section 2: A substantive issue (such as those matters involving the curriculum; personnel policies; committee structure, guidelines or policies; and academic standards) presented for action can be adopted only if it is approved by a majority of the eligible constituency, not simply by a majority of those present and/or voting. This applies to amendments as well as main motions.

Section 3: Any member may abstain on any vote. An abstention is not counted as a vote.

Section 4: Anonymous voting shall be at the moderator's discretion or upon the request of any member present. Otherwise, all votes shall be by show of hands.

Section 5: Attendance at meetings is a professional obligation of all members of the Faculty. Members who have compelling reasons for being unable to attend a meeting may designate a discretionary proxy from among the Faculty by notifying the Moderator prior to the meeting.

Section 6: A faculty member on reduced load because of medical disability may retain the franchise subject to the approval of the Faculty Affairs Committee. A faculty member who for a stipulated period teaches less than half time in order to take on additional duties in service of the College, with the intention to return to fulltime teaching, may retain the franchise subject to the approval of the Faculty Affairs Committee. Such decisions by the Faculty Affairs Committee will be announced at the next faculty meeting and can be overturned by an absolute majority of the faculty. Faculty on non-FMLA unpaid leave shall relinquish their privilege to vote for the period of their leave. Faculty on a paid leave (such as parental leave), any approved FMLA leave (paid or unpaid), or on sabbatical may choose to retain their vote and participate fully in faculty meetings. This choice to retain the voting franchise must be made in writing to the Moderator prior to the first faculty meeting of the semester in which the paid leave or sabbatical begins. All faculty on paid leave or sabbatical may attend faculty meetings and participate in discussion. Faculty on phased retirement will maintain the franchise until they retire, regardless of teaching load. Further, faculty on phased retirement can choose to relinquish their privilege to vote until they retire by writing to the Moderator prior to the first faculty meeting of a year. The Secretary shall maintain an accurate roster of the Academic Faculty.

Section 7: Rulings of the Moderator may be overruled by two-thirds vote of those present.

Article VI (Committees):

The following committees are approved as committees of the Faculty of Roanoke College:

- A. Faculty Affairs
- B. Academic Standards
- C. Curriculum
- D. Faculty Development
- E. Faculty Grievance
- F. Faculty Personnel
- G. Academic Program Assessment
- H. General Education
- I. Monitoring of College Operations

Descriptions of the committees of the Faculty, along with the rules of procedure governing committees of the Faculty, are found in Section 1.6.5.2.

It is an obligation of faculty members to make themselves available for service on committees or councils (cross-estate committees). Faculty may be elected or appointed to committees or councils through the Faculty Affairs Committee.

Reports of actions of councils may be given at meetings of the Faculty when placed on the agenda as needed by the Faculty Affairs Committee. The Faculty may then make recommendations or take action on matters within the purview of the councils even though formal Faculty approval may not be required.

Article VII (Amendment):

Amendment of these By-Laws will be by a two-thirds vote of the Faculty at a regular or special meeting of the Faculty of the College. A motion to amend the By-Laws requires the concurrence of at least ten members. No By-Law may be in violation of the By-Laws of the Board of Trustees or the Constitution of the Faculty of Roanoke College as approved by the Board of Trustees.

1.6.5.1 General Policies on Elections and Vacancies on Committees

1.6.5.1.1 Election

Section 1: Balloting for elected committees, councils, positions and offices of the Faculty of the College will be held annually in the spring.

Section 2: A slate of nominees prepared by the Faculty Affairs Committee will be distributed in written form for some elections as provided in these By-Laws.

Section 3: Nominations to fill vacancies on Faculty Affairs Committee will be made from the floor of a faculty meeting prior to the spring election. If more than two candidates are nominated for any position, a primary vote will be taken immediately. The names of the two candidates receiving the most votes for each vacancy will be placed on the general ballot.

1.6.5.1.2 Filling of Vacancies of Elected Committees and Councils

Section 1: Vacancies on elected committees, groups, and councils occur for a number of reasons, including resignation from the committee or council (allowed only by approval of the Dean of the College), medical leaves, sabbatical leaves, and other reasons approved by the Dean of the College. Any vacancy of more than one academic semester will be viewed as being effective to the end of the elected term. Faculty on such leaves will not return to the committee at the end of their leave. The replacement faculty member will serve out the entire remaining term. Any vacancy of one semester in length will be viewed as a temporary vacancy. Faculty on such leaves will return to the committee at the end of their leave. The replacement faculty member will serve only during the temporary leave.

Section 2: Any vacancy in Faculty representation shall be filled as soon as possible. The Faculty Affairs Committee will fill vacancies by appointment if less than one school year remains in the vacated term, but will provide for nominations and elections otherwise, at a meeting of the Faculty of the College subsequent to the occurrence of the vacancy. The Faculty Affairs Committee will prepare the slate of candidates for any needed election.

1.6.5.1.3 General Regulations Concerning Membership and Procedures of Faculty Committees

Section 1: Members of the Faculty of the College are able to serve on a maximum of one committee or council each academic year. Faculty, however, may also serve on *ad hoc* committees or groups appointed during the academic year.

Section 2: *Ex-officio* members have all the privileges of membership, including the right to vote, unless otherwise noted.

Section 3: The Student Government Association may elect or appoint a representative to the Curriculum Committee and to the General Education Committee.

Section 4: A quorum shall consist of a simple majority of voting members.

Section 5: Vacancies shall be filled in the manner specified for regular appointment or election at the first Faculty meeting after the vacancy occurs.

Section 6: Nature of Committees

- A. The regular committees of the Faculty are: the Faculty Affairs Committee, the Faculty Personnel Committee, the Faculty Development Committee, the Academic Standards Committee, the Curriculum Committee, the Faculty Grievance Committee, the Academic Program Assessment Committee, the General Education Committee, and the Committee for the Monitoring of College Operations.
- B. *Ad hoc* committees may be created by the Faculty or by administrative officers. Administrative officers should, however, consult with the Faculty Affairs Committee prior to the creation of additional committees on which faculty will be asked to serve.

Section 7: Chairs and Secretaries

- A. Chairs and secretaries of Faculty committees shall be elected in April by the next year's committee members and shall take office at the start of the fall semester. If urgent business, as determined by the newly elected chair, should arise after the end of Spring semester that cannot wait until the beginning of Fall semester, the newly elected chair shall call together available members of the new committee to deal with it. Any decisions they make shall be subject to appropriate action at the first Faculty Meeting of the Fall.
- B. The chair of a Faculty-created *ad hoc* committee shall be elected by its members.

Section 8: Duties of the Chair of a Committee or Council

- A. To call meetings of the committee as often as necessary for effective execution of the committee's responsibilities.
- B. To plan the agendas and to conduct committee meetings.
- C. To prepare budget requests and maintain accounts of expenditures.
- D. To attend to necessary correspondence and reports.
- E. To seek and formulate proposals.
- F. To serve as speaker for the committee or delegate others to do so.
- G. To see that all matters within the province of the committee are dealt with in the best interest of the whole College.
- H. To implement as necessary all pertinent recommendations accepted by or received from the President.
- I. To communicate effectively with the College community when appropriate.

Section 9: Duties of the Secretary of a Committee or Council

- A. To keep minutes of the meetings of the committee and to be responsible for sending within seven days a copy of the minutes to each of the following when appropriate:
 - 1. The President,
 - 2. All members of the committee, and
 - 3. The Library Archives.
- B. To assist the chair in any way possible;
- C. To substitute for the chair when necessary.

1.6.5.2 The Faculty Committees

1.6.5.2.1 Faculty Affairs Committee

A. Membership of Faculty Affairs Committee

1. Three members of the Academic Faculty, elected by the faculty, one from each academic division;
2. The Vice President and Dean of the College;
3. The Moderator of the Faculty, who shall serve as chair of the Committee.
4. The most recent past Faculty Moderator who will serve for one semester. If the past Faculty Moderator is unable to serve the semester following their term, then FAC may appoint another past Faculty Moderator for one semester.
5. Moderator-elect in the spring before taking office. The moderator-elect may consult with the Dean about potential reduction to current service obligations.

B. Terms of Office and Selection of Members

1. The term of office of the divisional members shall be for the period of three years, the terms staggered so that members are not elected in the same year. Consecutive terms will not be permitted.
2. Any vacancy in faculty representation shall be filled by election at the first meeting of the Faculty subsequent to the occurrence of the vacancy. The Faculty Affairs Committee shall prepare a slate.

C. Responsibilities

1. To review and seek improvements in existing College policies by initiating them through proper channels, by coordinating and stimulating committee activities, and by directing proposals to the Faculty or to administrative officers, committees, and councils as appropriate.
2. To consider proposals sent to it from Administrative Officers, proposing agencies of the Faculty or Faculty by petition and after due consideration, to follow one of these procedures:
 - a. refer the proposal to the Faculty of the College for vote when the proposal requires a vote by the Faculty;
 - b. forward the proposal to an appropriate administrative officer or agent of the Faculty;
 - c. return the proposal to its originator asking that the proposal be resubmitted after clarification.
3. To initiate proposals.
4. To administer the effective operation of the Faculty by performing the following functions:
 - a. to report regularly to the Faculty on the status of all recommendations to the President.
 - b. to receive and consider annual reports submitted to it by Faculty committees; to act as a repository for by-laws established by Faculty committees.
 - c. to arrange meetings of the Faculty, to prepare agendas for such meetings, and to notify members of the time and place;
 - d. to coordinate revision of the *Faculty Handbook*.
 - e. to solicit preferences concerning committee service and to conduct elections for all elected faculty members of committees and councils.
 - f. to appoint all *ad hoc* committees created by Faculty, unless such power is vested elsewhere by the Faculty.
 - g. to fill faculty governance vacancies following the guidelines of **1.6.5.1.2**
 - h. to review the committee structure, as needed; to develop and submit for the approval of the Faculty, rules and procedures appropriate to the efficient conduct of its business, including questions of franchise rights.
 - i. to advise the President on the procedural handling of matters not clearly within the jurisdiction of a committee or council, or which involve more than one such committee; to resolve jurisdictional issues which may arise among Faculty committees.
 - j. to recommend to the Faculty the establishment of procedures regarding the replacement of ineffective committee members.

1.6.5.2.2 Faculty Personnel Committee

A. Membership of Faculty Personnel Committee

1. Six tenured members of the Faculty, two from each of the three academic divisions, elected by the Academic Faculty for staggered three-year terms. Faculty members shall not serve on the committee during the same year in which they are being considered for promotion.
2. The Vice President and Dean of the College, *ex officio*, without vote.

B. Responsibilities

1. To make recommendations to the President regarding all proposals for reappointment, promotion, and granting of tenure as described in Part II of this *Faculty Handbook*.
2. To formulate, execute, and periodically review a program of continuing faculty evaluation, including opportunities for students to provide input into the faculty evaluation process.
3. To recommend for the approval of the Faculty all guidelines and procedures for use in making recommendations concerning appointments, reappointments, promotions, leaves, tenure and retirement.
4. To recommend to the President, after consultation with the Faculty, policies to establish standards for faculty workloads and to provide for equity in the application of those standards.
5. To report to the faculty as needed, and to provide a written annual report.

1.6.5.2.3 Academic Standards Committee

A. Membership of Academic Standards Committee

1. Three members of the Faculty, one from each of the three academic divisions, elected by the Faculty for staggered three-year terms.
2. Registrar, *ex officio*.
3. Assistant Vice President for Academic Operations, *ex officio*.

B. Responsibilities

1. To recommend policies on academic standards for student admissions and performance for approval by the Academic Faculty.
2. To receive and act on the report of the academic standing of students, issued at the end of each semester by the Registrar.
3. To provide for periodic review of grade data across academic programs.
4. To conduct periodic reviews of academic programs and report to the Faculty significant variations in course and/or degree requirements.
5. To develop in collaboration with the Vice President for Enrollment Management policies governing admissions for the approval of the Faculty; periodically review the admissions process to determine its conformance with established policies, and act as a review board for decisions on the admission or rejection of marginal applicants to establish standards for the Roanoke College Scholars Program.
6. To conduct periodic review of the integrity system and make appropriate recommendations to the Faculty. The Academic Integrity Council will, however, establish its own internal operating procedures.
7. To determine criteria for admission to Alpha Chi National Honor Fraternity and approve nominees for membership.
8. To establish a subcommittee of its members, referred to as the Panel on Admission, Readmission, and Appeals (PARA), to hear appeals from students regarding academic standing or exemptions from or exceptions to academic policy. The Assistant Vice President for Academic Operations does not vote on matters resolved by PARA.
9. To report to the faculty as needed, and to provide a written annual report to FAC and the Dean of the College.

1.6.5.2.4 Curriculum Committee

A. Membership of Curriculum Committee

1. Four members of the Faculty, one from each of the three academic divisions and one at-large, elected by the Academic Faculty for staggered three-year terms.
2. The Assistant Vice President for Curriculum, Advising, and Assessment, *ex officio*.
3. Registrar, *ex officio*.
4. Director of the Library, *ex officio, non-voting*.
5. One student selected in a manner designated by student government.

B. Responsibilities

1. To examine carefully proposals for the following: course additions, deletions and modifications (including changes to modality), and new or modified academic programs (majors, minors, and concentrations). Modifications to the general education requirements and proposals for new or revised sections of existing INQ and HNRS courses are reviewed by the General Education Committee, as per 1.6.5.2.8. The Committee shall report its findings and recommendations (including adverse recommendations) on all such proposals to the Academic Faculty. Analysis shall include, but not be limited to, academic need and merit, suitability of the proposal to the purposes of the College, and, in consultation with Academic Affairs, availability of needed resources, including qualified personnel, library holdings, equipment, and financial resources.
2. To establish regular deadlines and procedures for the submission of proposals to its chair. Proposals for courses to be offered within programs shall be submitted by Assistant Deans; interdisciplinary courses may be proposed by any faculty member.
3. To report to the faculty as needed and to provide a written annual report.

1.6.5.2.5 Faculty Development Committee

A. Membership

1. Six Faculty members nominated by the Faculty Affairs Committee, two from each division of the College, and elected by the Faculty for staggered three-year terms.
2. Six alternate members, two from each division of the College, to be elected in the same manner. These members shall serve to review proposals in a grant category in the event that a regular member has a conflict of interest. The alternate members shall not be excluded from membership on other Faculty committees.
3. The Director of Academic Grants and Foundations, *ex officio*.

B. Responsibilities

1. To formulate, execute and periodically review programs for promoting all aspects of faculty development and scholarship;
2. To advise the Dean of the College concerning levels of funding for faculty development;
3. To design and amend guidelines concerning recommendations for sabbatical leaves, grants-in-time, and monetary grants, and after full Faculty discussion, implement these guidelines and amendments;
4. To review proposals for sabbatical leaves, grants-in-time and monetary grants for teaching, research, and service and recommend to the Dean of the College projects to receive support;
5. To allocate funds for monetary grants from funds designated by the Dean of the College;
6. To require from recipients of support an accounting of funds spent;
7. To arrange for dissemination of research findings and creative efforts;
8. To coordinate the submission of proposals as requested for external funding of faculty research when only a limited number of proposals may be submitted by the College;
9. To report to the faculty as needed and to provide a written annual report.

1.6.5.2.6 Faculty Grievance Committee

A. Membership of the Faculty Grievance Committee

1. Six members of the Faculty, two from each of the three academic divisions, who have taught at least four years at Roanoke College prior to the beginning of their term of office. Members shall be elected by the Academic Faculty for staggered two-year terms.
2. Three alternate members, one from each of the three academic divisions, who have taught at least four years at Roanoke College prior to the beginning of their term of office, to be elected in the same manner. These members shall serve to hear a particular case in the event that one or more regular members cannot serve on grounds provided by the By-Laws of the Faculty Grievance Committee. The alternate members remain eligible for membership on other Faculty committees. Under any conditions when a full grievance board cannot be convened based upon elected members and alternates, the chair of FGC will consult with FAC and Human Resources.

B. Responsibilities

1. To act as a hearing board when it receives a complaint by a faculty member that alleges adverse treatment resulting from some misapplication or violation of policies, or resulting from an infringement of the faculty member's rights or privileges.
2. In instances in which a formal grievance hearing has been held, to submit its findings and recommendations in writing to the grievant, the respondent, the Dean of the College, and the President. Any decisions of FGC may be accepted by the grievant and respondent or rejected by either. The grievant may appeal the decision of FGC or its rejection by the respondent to the President by filing a notice of appeal. The President will review the record and render a decision.
3. To report to the faculty as needed, and to provide a written annual report.

1.6.5.2.7 Academic Program Assessment Committee

A. Membership

1. Three members of the Academic Faculty, one from each of the three academic divisions elected by the Academic Faculty for staggered three-year terms.
2. The Assistant Vice President for Curriculum, Advising, and Assessment, *ex officio*.
3. The Coordinator of Assessment/Data Analyst, *ex officio*.

B. Responsibilities

1. To conduct annual reviews of the assessment plans of all academic programs.
2. To recommend changes for the improvement of these assessment plans.
3. To assist academic programs in the ongoing development of effective assessment plans.
4. To monitor findings of assessment plans to ensure their use to improve student learning.
5. To maintain awareness of assessment best practices.
6. To report to the faculty as needed, and provide a written annual report.

1.6.5.2.8 General Education Committee

A. Membership

1. The faculty member with administrative oversight of general education (appointed by the VPAA), *ex officio*.
2. Four members of the faculty, one from each of the three academic divisions and one at-large, elected by the Academic Faculty for staggered three-year terms.
3. One student selected in a manner designated by student government.

B. Responsibilities

1. To recommend appropriate sections of general education (INQ and HNRS) courses for adoption by the Faculty;
2. To ensure that general education courses and policies adhere to the program adopted by the Faculty;
3. To review the General Education Program assessment annually and to make recommendations as needed;
4. To recommend appropriate program modifications to the Faculty;
5. To provide policy recommendations and advice to the Assistant Vice President for Curriculum, Advising, and Assessment.
6. To report to the faculty as needed, and provide a written annual report.

1.6.5.2.9 Committee for the Monitoring of College Operations

A. Membership

1. Three members of the faculty, one from each of the three academic divisions, elected by the Academic Faculty for staggered three-year terms.

B. Responsibilities

1. To monitor the impact of all aspects of the College operations on the educational program.
2. To periodically collect data to monitor operations per 1.6.5.2.9 B.1, and to report findings to the faculty
3. To consider and recommend to the Faculty Affairs Committee additional options for the Effective monitoring of college operations.
4. To report to the faculty as needed and to provide a written annual report.

1.6.5.3 Faculty Groups

1.6.5.3.1 Honors Program Advisory Group

A. Membership

1. Honors Program Director, *ex officio*, chair.
2. Three Faculty members: appointed for a renewable three-year term by the Assistant Vice President for Curriculum, Advising, and Assessment. Members should be selected such that all three academic divisions are represented.
3. Two Honors students: chosen by the Honors Director.

B. Responsibilities

The role of the Honors Program Advisory Group is to supervise and evaluate the Honors Program and its outcomes by:

1. assisting the Honors Director in recruiting faculty to develop and teach Honors courses;
2. aiding the Honors Director in the promotion and accomplishment of any needed faculty development;
3. overseeing the coordination and integration of Honors curriculum with major and honor programs, concentrations, and elective offerings;
4. directing assessment of the Honors Program and revising evaluation mechanisms as appropriate;
5. recommending appropriate program modifications to the Faculty (through the General Education and Curriculum Committees);
6. evaluating and assigning funding to Honors Distinction Project Proposals; and
7. reporting to the faculty as needed, and providing a written annual report.

1.6.6 Boards

1.6.6.1 Institutional Review Board

A. Membership

1. The IRB will consist of at least five voting members with varying background and expertise. The IRB will include members with competence in scientific inquiry; one member with expertise outside of scientific inquiry; and one member with no affiliation with Roanoke College. The IRB may invite other qualified persons with competence in special areas to assist it in the review of complex research or to attend IRB meetings. Invitees will not be eligible to vote. The Assistant Director of Institutional Research, Effectiveness, and Planning will serve as an ex-officio, non-voting member.
2. Members will be appointed for a three-year term by the VPAA. The Chair will be appointed annually by the VPAA. The Chair may designate another committee member to conduct necessary business when the chair is absent.
3. The VPAA will also appoint two alternates for the committee for a three-year term. Alternates may serve in the absence of any IRB member and will only vote on proposals that they have personally reviewed.

B. Responsibilities

1. To review all research involving human and non-human animal subjects performed under the auspices of the College to assure compliance with federal and state regulations and with accepted ethical standards of the related discipline.
2. To monitor ongoing compliance with developed policies and procedures for research conducted under the auspices of Roanoke College.
3. To develop procedures and forms for the research review process that are efficient and timely.
4. To inform faculty, staff and students conducting research of their responsibilities in protecting subjects' rights and compliance with IRB procedures.
5. To report on activities to the Faculty and VPAA at least once each year.

1.6.6.2 Health Careers Advising Board

A. Membership

1. The Health Careers Advisory Board (HCAB) will consist of at least five voting members with diverse backgrounds and expertise. The HCAB will include members with competence and/or interest in advising students planning health careers. The HCAB may invite other qualified persons with competence in special areas to assist it in advising duties. Invitees will not be eligible to vote.
2. Members will be appointed for a three-year term by the VPAA with potential renewal. The Chair will be appointed by the VPAA. The Chair may designate another committee member to conduct necessary business when the chair is absent. The Chair will assist the VPAA in identifying new members.

B. Responsibilities

1. To support students interested in health careers and to develop programs that aid in that primary goal.
2. To advise students interested in health careers from the time of arriving at the College to their admittance into desired fields. This advising role includes large events and one-on-one efforts.
3. To actively support the application process of those seeking admittance to graduate and professional programs in health fields. Such support includes (but is not limited to) conducting mock interviews, providing feedback on personal statements, and writing letters of recommendation. This support may also include hosting representatives from graduate and professional schools.
4. To manage invitations and initiation into Alpha Epsilon Delta, the National Health Preprofessional Honor Society
5. To work with faculty who are advising students interested in health careers.
6. To report on activities to the Faculty and VPAA at least once each year.

1.7 Revision of the *Faculty Handbook*

1.7.1 Procedure for Revision of the *Faculty Handbook*

The following procedure is adopted as a process for the initiation and consideration of amendments to Part 1: Sections 1.6.5.1 through 1.6.5.3, 1.7, and Part 2. Revisions to the educational policies contained in Part 3 shall be proposed as necessary by the appropriate faculty committee through the procedures of Section 1.6.4. The other sections of the *Handbook* are not subject to this procedure, since those sections are within the purview of the Trustees and/or appointed administrative officers. Changes to any section of the *Handbook* must be reported to the Faculty no later than the next Faculty Meeting.

1.7.2 Proposed Amendments

Proposals for revising the above-named sections of the *Handbook* can be made by the formal action of the Board of Trustees, the President, the Vice-President and Dean of the College, established organs of the Academic Faculty, and/or any ten members of the Academic Faculty by petition. Such proposals are forwarded to the Faculty Affairs Committee for review and recommendations to the Faculty.

2 Faculty Employment Policies and Procedures

This section contains the approved policies and procedures of Roanoke College concerning the terms and conditions of employment of the Faculty of the College. These terms are incorporated into the individual contract of employment of each faculty member. Where the terms and provisions of an individual contract of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual contract shall supersede. Otherwise, the provisions of this *Handbook* are legally binding on all parties for the specific period covered by a letter of appointment/contract and will not be changed during that period.

Should there be any misapplication or misinterpretation or violation of the specific provisions of this section, the faculty member involved in such a situation may refer actions taken by a School Dean, School Assistant Dean, Program Coordinator, Vice President for Academic Affairs, Assistant Vice President, or other officer of the College to the Faculty Grievance Committee. It should be noted that only Sections 1.7 and Part 2 of this *Handbook* are able to be acted upon as grievances under the Grievance Procedures in this *Handbook*.

2.1 Definition of Faculty, Faculty Rank, and Faculty Titles at Roanoke College

The faculty comprises all persons having appointment for the instruction of students. The faculty of Roanoke College shall consist of four distinct groups: ranked full-time faculty, ranked pro rata part-time faculty, part-time per course faculty, and special appointment faculty. Specific contract types (Section 2.2) and other specific contractual rights and responsibilities shall accrue to each specific group as defined in this *Faculty Handbook* in appropriate sections of Part 2. In particular, part-time per course faculty and special appointment faculty have limited rights and responsibilities; these are fully defined below.

2.1.1 The Ranked Faculty

A ranked faculty member is a full-time or pro rata part-time employee of Roanoke College who has been appointed to one of the four regular academic ranks: Instructor, Assistant Professor, Associate Professor, or Professor.

2.1.1.1 Full-Time Faculty

A full-time faculty member:

- a. has full-time teaching duties or has teaching and other duties (e.g., research, academic administration, or counseling) equivalent to a full-time teaching load (see 2.11.1).
- b. fulfills the duties and responsibilities of a faculty member; and
- c. holds academic rank as described in 2.1.3.

2.1.1.2 Pro Rata Part-Time Faculty

Pro rata part-time faculty members are those who are ranked as defined in Section 2.1.3 and who are given an appointment equivalent to half-time or more, but less than that of a full-time faculty member. They may be employed on probationary or continuous contracts. Such pro rata part-time faculty have pro rata contractual rights to promotion, tenure, sabbatical leave and employee benefits as provided in the *Faculty Handbook*. They are full voting members of the Faculty and have, on a pro rata basis, responsibilities for advising, service on committees, and all other responsibilities of full-time faculty members as detailed in this *Handbook*.

2.1.2 Criteria for Appointment to Specific Ranked Faculty Status

At the time of initial appointment of a full-time or pro rata part-time faculty member, the Vice President for Academic Affairs in consultation with the School Dean, makes a judgment about rank for the initial contract using the criteria described below. Written copies of the decision will be provided to the administrators of the program(s) involved and the individual involved. Thereafter, rank changes are subject to the provisions found in Section 2.7.

2.1.3 Qualifications for Appointment by Rank

Exceptions to the following policies must have the concurrence of the Faculty Personnel Committee, the Vice President for Academic Affairs, and the President.

For initial appointment a full-time faculty member must meet the following minimal professional qualifications:

2.1.3.1 Instructor

- a. hold at least a Master's degree or the equivalent.

2.1.3.2 Assistant Professor

- a. hold a terminal degree or
- b. hold an intermediate degree and have at least three years of full-time teaching experience or other appropriate professional experience

2.1.3.3 Associate Professor

- a. hold a terminal degree and
- b. have served previously at that rank at a comparable accredited institution of higher education.

2.1.3.4 Professor

- a. hold a terminal degree and
- b. have served previously at that rank at a comparable accredited institution of higher education.

2.1.4 Part-Time Per Course Faculty

A part-time per course faculty member is usually a part-time temporary employee of Roanoke College who has been assigned one of the following temporary academic titles: Adjunct Lecturer, Adjunct Senior Lecturer, Adjunct Professor, Adjunct Associate Professor or Adjunct Assistant Professor.

Part-time Per Course Faculty:

- a. usually have a half-time or less teaching load;
- b. usually have no other faculty duties and responsibilities, except those listed below and in Section 2.9;
- c. meet or exceed the criteria of the appropriate academic titles;
- d. are selected in the manner set forth below in Section 2.3;
- e. always receive a term contract (see Section 2.2.1);

- f. receive no employee benefits or tuition remissions; and
- g. do not accrue time towards tenure, promotion, or sabbatical.

Part-time per course faculty are expected to be available to meet with students and to handle any necessary tasks outside of class, including after grades are submitted, such as academic integrity issues or incomplete grades.

2.1.4.1 Adjunct Lecturer

Adjunct Lecturers are selected by the School Dean and approved by the Vice President for Academic Affairs. Adjunct Lecturers are hired to teach specific courses on a term contract basis. The position usually does not lead to or count toward tenure or lead to promotion to the regular academic ranks.

Selection of Adjunct Lecturers should be consistent with the academic standards of the College. A person assigned this title should meet or exceed the minimal requirements set forth for Instructor.

2.1.4.2 Adjunct Senior Lecturer

This title may be assigned to an Adjunct Lecturer in recognition of distinguished teaching service to Roanoke College by having taught at least ten units. Assignment of this title is made by the Vice President for Academic Affairs upon the recommendation of the School Dean.

2.1.4.3 Adjunct Professor

A faculty member who teaches on a part-time per course basis at Roanoke College and who is a full-time ranked faculty member of another institution of post-secondary education will be assigned this rank by the Vice President for Academic Affairs. Such rank shall be equal to that at the other institution. Should the institution not use rank, the title Adjunct Professor will be used.

2.1.5 Special Appointment Faculty

2.1.5.1 Professor Emeritus

This rank may be assigned to members of the faculty who have limited or terminated their responsibilities as a ranked faculty member for valid reasons (e.g., retirement, illness) after ten or more years of distinguished service to the College. A Professor Emeritus is so designated and appointed by the Board of Trustees after recommendation by the President, Vice President for Academic Affairs, and the Faculty Personnel Committee.

No compensation accrues by virtue of this rank unless by mutual agreement between the President and the individual. A professor emeritus may be offered a part-time term contract by the President to teach or fulfill other duties. In such cases, supplementary benefits, if any, will be set forth in the contract.

2.1.5.1.1 Status and Privileges of Emeritus Faculty Members

Emeritus faculty retiring with benefits, their spouses, and/or their unmarried dependent children may take any course(s) at Roanoke College tuition free.

- a. The Director of Public Relations, at the request of such a faculty member and provided that this person keeps a current address on file, will ensure that notices of major campus activities are sent to the emeritus faculty member.
- b. All such faculty members may participate in the Faculty processions with appropriate academic rank and dress if they so wish.

2.1.5.2 Visiting Appointments

All visiting appointments are for a limited period of time with no intent of on-going employment. Such an appointment may not extend more than three consecutive years.

2.1.5.3 Artist / Writer / Scholar-in-Residence

Roanoke College may appoint to the Faculty distinguished artists, writers, scholars to the special faculty status of Artist/Writer/Scholar-in-Residence. Such appointments shall be full-time or part-time depending on the needs of the College. The appointments are term contracts.

2.1.5.4 Lecturers

In a limited number of cases, Schools may, upon approval of the Vice President for Academic Affairs, establish full-time, non-tenure-track Lecturer positions of a specialized nature with terms of employment that differ from those of the ranked faculty. A person assigned this title should meet or exceed the minimal requirements set for Instructor. Lecturers will have the opportunity to opt into eligibility to attend, participate in, and vote in meetings of the Faculty. The opt-in decision must be made when finalizing an employment contract. The precise contractual obligations of each Lecturer will be established by the School Dean with the approval of the Vice President for Academic Affairs.

2.1.5.5 Research Associates

Research Associates have no teaching responsibilities, but are pursuing a research program and/or serving as a resource to the Faculty. These are non-tenure-track positions.

2.1.5.6 Full-Time Administrators Appointed to Faculty Rank

Full-Time Administrators may be appointed to faculty status above the rank of instructor under the following conditions:

- a. Faculty Personnel Committee, the School Dean, the Vice President for Academic Affairs, and the President support the appointment with specific faculty rank;
- b. the administrator has teaching experience either at Roanoke College or another accredited post-secondary institution and meets the minimal professional qualifications for appointment by rank stated in Section 2.1.3 of the *Handbook*.
- c. the administrator teaches, as part of the job description, one or two courses each academic year (for no additional compensation).

This rank is a courtesy rank and carries none of the privileges, including consideration for tenure, provided for full-time faculty.

2.1.5.7 Professor of Practice

Professors of Practice may have full-time or part-time appointments based on the needs of the College. Their primary qualifications will include specific skills and expertise gained through years of experience as technical, artistic, or professional practitioners in the public, private or nonprofit sector. If an individual does not have a degree at or above the level of the students they are teaching, they must have a minimum of 10 years of documented experience in a relevant field. The specific contractual obligations of each Professor of Practice will be established by the School Dean with the approval of the VPAA. Full-time Professors of Practice will have the opportunity to opt into eligibility to attend, participate in, and vote in meetings of the Faculty. The opt-in decision must be made when finalizing an employment contract. These are non-tenure-track term appointments.

2.2 Contracts at Roanoke College

2.2.1 Term Contracts

Term contracts at Roanoke College are given to part-time per course and special appointment faculty members, and are limited to the term of employment outlined in the letter of appointment. Term contracts are not tenure track and do not confer upon a faculty member any entitlement to continued employment after the term specified in the letter of appointment expires.

Term contracts may also be used with full-time and pro rata part-time ranked faculty in special circumstances as follows: all summer session contracts, for replacements for one semester or year for faculty on leave on a full-time or pro rata basis, or for short-term curricular needs. At the time of appointment, with the approval of the Vice President for Academic Affairs, after consultation with the appropriate School Dean, full-time or pro rata term contracts may be counted towards tenure.

2.2.2 Probationary (One-Year) Contracts

Probationary contracts at Roanoke College are tenure track, and are given to ranked faculty members either initially or on a renewable basis. Special note should be taken of College conditions affecting tenure review and award of tenure. Upon completion of the probationary period, a faculty member is reviewed for tenure, as described in Section 2.6 of this *Handbook*. Probationary contracts are subject to non-renewal by the College with notice as outlined in Section 2.8 of this *Handbook*.

2.2.3 Continuous Contracts / Tenure

Continuous contract rights at Roanoke College are given to ranked faculty members who have attained tenured status as provided for in Section 2.6 of this *Handbook*. Faculty members employed under continuous contract are entitled to annual contract renewal and shall be subject to the terms and conditions of employment that exist at the time of each annual renewal by Roanoke College unless separated pursuant to the provisions of Section 2.8 of this *Handbook*.

2.2.4 Locus of Appointments

All faculty appointments to probationary or continuous contracts have as the locus of their appointment the School of Roanoke College which is stated in their annual letter of appointment.

2.2.5 Issuance and Receipt of Contract

All ranked full-time and pro rata part-time faculty (probationary and continuous) contract offers for any academic year must be issued on or before July 1, and be returned on or before July 15, or the first working day thereafter. If the contract offer is not accepted on or before July 15, or by a date established by special arrangement made with the Vice President for Academic Affairs, the offer will automatically expire. All term contracts are issued on an individual basis as the necessity arises.

2.2.6 Contract Conditions

All ranked full-time and pro rata part-time faculty (probationary and continuous) are issued contract offers for the forthcoming academic year on or before July 1 (Section 2.2.5). The terms and conditions of employment that exist at the time of each annual renewal will apply throughout the full extent of the contract period (Section 2.2.3). Part 2 of the *Faculty Handbook* delineates the terms and conditions of employment. Administrative officers of the College may alter the terms and conditions of employment, as stated in Section 2.14, prior to the expiration of the current academic year contract, only to provide benefits which are as good as or better than those provided in the existing terms and conditions of employment.

Proposals by administrative officers to so alter the terms and conditions of employment prior to the expiration of the current academic year contract must be submitted to all Faculty under contract at least 30 days prior to the

effective date of the proposed change. For the terms and conditions of employment to be altered, an absolute majority of the faculty must approve the proposed change by vote at a meeting of the Faculty. If in the judgment of the Faculty Moderator such a meeting is not feasible, the vote may be taken by petition.

2.3 Search, Appointment, and Orientation

2.3.1 Faculty Selection

Academic Affairs solicits and approves requests to recruit new faculty. Faculty recruitment is coordinated by the School Dean and Assistant Dean with a committee of program faculty. At the conclusion of the search, the School Dean then recommends to the Vice President for Academic Affairs, who in turn recommends to the President. The President submits recommendations to the College Life Committee of the Board of Trustees, whose actions must be ratified by the Board of Trustees at its meeting in October or April. In recruiting faculty, programs/Schools are expected to follow Roanoke College recruitment policies, which are published separately by Academic Affairs in consultation with Human Resources. During a search, all faculty in programs to which the hire would contribute will be given the opportunity to be involved in developing a job description, rating applications, selecting finalists, and rating the final candidates. All initial tenure-track appointments are probationary (see Section 2.2.2).

2.3.2 Credit for Academic Service at Other Institutions

At the time of hiring for tenure-track positions, faculty members may be granted credit for each year of full-time faculty service at an accredited institution of higher education, exclusive of leaves. The initial letter of appointment will state explicitly the academic year(s) in which eligibility for tenure and promotion will occur. For exceptions, see Section 2.3.3.1.

2.3.2.1 Hiring Faculty with Tenure

When a candidate who is already tenured at another four-year, accredited institution of higher education is being considered for a tenured faculty position at the level of Associate Professor or Professor, the Search Committee, Assistant Dean, and School Dean may jointly request that the candidate be considered for tenure during the hiring process; all three must concur in making this request. The decision to recommend tenure to the Roanoke College Board of Trustees requires the concurrence of the Faculty Personnel Committee, the Vice President for Academic Affairs, and the President.

The Faculty Personnel Committee, Vice President for Academic Affairs, and President will evaluate candidates, who must meet the standards specified in *Faculty Handbook* Sections 2.6 and 2.7. Candidates will provide a current curriculum vitae, a teaching narrative as in 2.6.5.1.1, a professional life narrative as in 2.6.5.2.2, a service narrative as in 2.6.5.3.2, and any evidence the candidate deems necessary to support those narratives. Additionally, two letters of support and evaluation will be provided: one co-authored by the School Dean and Assistant Dean together, and one by the remainder of the Search Committee. The Faculty Personnel Committee may request additional materials during their deliberations.

When candidates are invited for campus visits, the Faculty Personnel Committee and the Vice President for Academic Affairs will coordinate with the recommending Search Committee, School Dean, and/or Assistant Dean as necessary to offer a thorough and timely evaluation of the candidate's tenure application. Materials must be submitted to the Faculty Personnel Committee either between September 1 and December 1 or between January 15 and April 15 and will be considered by them within a two-week period.

2.3.3 Summer Session Faculty

Summer session faculty are appointed by the Vice President for Academic Affairs. In accordance with the needs of the College, Summer Session faculty are offered term contracts for the teaching of specific courses. Time spent teaching in summer session does not count towards tenure or promotion or sabbatical. Summer session faculty are expected to be available for a reasonable amount of time to counsel students regarding their course work.

2.3.4 Orientation of New Faculty

Orientation programs for new faculty members are held by Academic Affairs throughout the academic year. Participation by first-year faculty is expected. Other faculty are welcome to attend.

2.4 Personnel Records

Because appointment as a ranked faculty member may lead to a continuing relationship with the College, it is essential that there be adequate and detailed documentation to support every action involving each individual, especially those actions pertaining to appointment, promotion, tenure, separation, and dismissal.

2.4.1 Official Personnel File

Each faculty member's official personnel file is maintained physically and/or electronically in the Office of the Vice President for Academic Affairs. Basic documents included in the official personnel file are:

- a. Appointment and acceptance letters (originals);
- b. Personal data information;
- c. Current curriculum vitae;
- d. Performance reviews and faculty evaluations expected in Sections 2.5, 2.6, and 2.7;
- e. Payroll change documents (salary increases or changes, changes in status);
- f. Official transcripts of undergraduate and graduate work;
- g. Salary and employee benefit data; and
- h. Amending documents (contract changes, etc.).

These files are available on a need-to-know basis to only the President, Vice President for Academic Affairs, or their designee, the faculty member's School Dean and Assistant Dean, the individual faculty member, and the Associate Vice President for Human Resources. Any changes to personal data, such as address, phone, marital status, and beneficiaries should be communicated promptly to Human Resources.

Faculty members may, for the cost of duplication or printing, obtain copies of any materials in their personnel file. Official personnel files will be kept in strictest confidence and will be available for confidential use to only the individuals indicated above. However, for a valid reason, faculty members may authorize in writing access to their file by a person not indicated above.

Representatives of the College may not release such personal information without the approval of the faculty member.

Further, the College may permit access to and copying from such files pursuant to lawful requests (i.e., court orders) and identification of federal or Virginia agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

2.4.2 Personnel Files for Part-Time Per Course and Special Appointment Faculty

The Vice President for Academic Affairs will maintain a separate file for each of these faculty which will contain:

- a. A copy of the faculty member's term contracts;
- b. The faculty member's credentials and resume;
- c. Copies of any faculty evaluations;
- d. Personnel information.

Access to such files is defined in Section 2.4.1.

2.5 Evaluations

2.5.1 Description of Flexible Workload

Each member of the Roanoke College Faculty brings unique talents, strengths, and concerns to our common enterprise. The faculty personnel process seeks to encourage and support this diversity of gifts and interests. We affirm teaching to be the heart of our individual and common enterprise. In addition, each of us participates to varying degrees, which often change over time, in professional development, advising and other types of college service. For many of us, service to the broader community is also vital.

At any one period in time, some of these activities will receive more emphasis and others less.

Each year every tenure track faculty member declares either professional life or service to be the secondary emphasis after teaching.

At the appropriate times (pre-tenure review and tenure and promotion decisions) the Faculty Personnel Committee (FPC) evaluates the effectiveness of the faculty member with respect to the secondary emphasis of the faculty member's choosing (see Section 2.6.3, 2.7.3.1.1, 2.7.3.2). The requirements to achieve Tenure (2.6.1) and/or Promotion (2.6.2) in Teaching, Professional Life, and Service are not affected if candidates are awarded additional compensation in the form of additional salary or reassigned time (such as sabbaticals, grants, administrative roles, or endowed chairs).

2.5.2 Procedures for Faculty Evaluation

The College regularly examines, with frequency detailed in Section 2.5.3, the quality of teaching, professional life, and service of the Roanoke College Faculty. Performance reports provide a mechanism whereby each faculty member informs their Assistant Dean of activities and accomplishments during the review period. The Assistant Dean carefully assesses performances, identifying strengths and pointing out any needs for improvement. The School Dean serves as the evaluator of an Assistant Dean, and the Vice President for Academic Affairs serves as the evaluator of a School Dean. In rare circumstances, including conflict of interest, grievance, shared hires across multiple programs within the purview of multiple Assistant Deans or School Deans, or in response to a confidential petition by a faculty member, the Vice President for Academic Affairs may designate the evaluator of a faculty member.

When the Faculty Personnel Committee considers a faculty member for tenure or promotion, performance evaluations will also be used in that process. Evaluation materials should be turned in to the Assistant Dean no later than May 15th in the year in which a faculty member's review is due. Faculty teaching in the May Intensive Learning Term should turn in evaluation materials to the Assistant Dean no later than June 10. The general procedure used is outlined below.

A. Faculty prepare evaluation materials.

Evaluation materials contain a self-evaluation, which includes reflective statements about teaching, professional life, and service, and a declaration of how a faculty member's secondary area of emphasis was split during the period of review. Materials will include additional information as specified by their evaluator or Academic Affairs.

B. Assistant Dean evaluates faculty

Based on the content of the evaluation materials and personal observations of teaching, the Assistant Dean completes an overall professional performance evaluation of each faculty member in their purview during the period of review in the areas of:

- a. teaching;
- b. professional life;
- c. service.

C. Assistant Dean reviews evaluation documents with faculty

The Assistant Dean discusses the performance evaluation with each faculty member. A copy of the evaluation document is provided to the faculty member.

D. Faculty sign evaluation document

Each faculty member signs the evaluation document to acknowledge that the review has been completed. If a faculty member wishes to take exception to the Assistant Dean's review, a statement of exception can be included.

E. Assistant Dean forwards evaluation documents

Copies of the signed evaluation documents are retained by the faculty member and the Assistant Dean, and copies are forwarded to the School Dean and the Vice President for Academic Affairs no later than June 1. Copies of the evaluation documents for faculty teaching in the May Intensive Learning Term should be forwarded to the School Dean and the Vice President for Academic Affairs no later than June 15.

F. School Dean reviews the evaluation documents

The School Dean reviews each evaluation packet. If a statement of exception has been filed, the School Dean reviews the written argument provided and, if deemed necessary, meets with the faculty member and Assistant Dean to arbitrate the disagreement.

G. Vice President for Academic Affairs reviews the evaluation documents

The Vice President for Academic Affairs reviews each evaluation packet. If a statement of exception has been filed that has not previously been resolved, the Vice President for Academic Affairs meets with the faculty member, the Assistant Dean, and the School Dean to arbitrate the disagreement.

Separate from the process described in this Section, Academic Affairs will ask each continuing faculty member at the end of every spring semester to provide an updated C.V., or indicate that the copy on file is still current, to the Vice President for Academic Affairs and for that faculty member's personnel folder.

2.5.3 Frequency of Faculty Evaluation

The evaluation schedule is tied to a faculty member's title and/or rank and is outlined in Sections 2.5.3.1, 2.5.3.2, 2.5.3.3, and 2.5.3.4. Faculty members are expected to reflect on their teaching, professional life, and service, as appropriate, on an annual basis without completing and submitting a self-evaluation.

Any faculty member may request to be evaluated before their next evaluation is scheduled; in this case, the faculty member will make the request to the Academic Affairs no later than April 20 of the academic year.

In rare circumstances when areas of concern have been identified, the School Dean or the Vice President for Academic Affairs may require a faculty member to submit a self-evaluation earlier than otherwise scheduled. In this case, the faculty member will be notified by February 1 and the areas of concern clearly communicated with the faculty member.

On an annual basis in mid-April, the Assistant Vice President for Academic Operations will provide to each School Dean and Assistant Dean a list of faculty members in their School and their evaluation schedule. Faculty scheduled for evaluation who are on leave for a full year, including full-year sabbaticals, will provide an evaluation at the end of the academic year following the leave in place of an evaluation during the leave year, but will otherwise maintain their regular evaluation schedule. A dossier submitted to the Faculty Personnel Committee for tenure and/or promotion will count in place of any evaluation otherwise scheduled during the same academic year, unless

otherwise requested by either their School Dean or the Vice President for Academic Affairs. The faculty member may also request an evaluation by providing notice to Academic Affairs by April 20.

2.5.3.1 Tenure-Track and Tenured Faculty Evaluation Schedule

- a. Untenured, but tenure-track faculty members will complete an evaluation on an annual basis.
- b. Tenured faculty members who have not been promoted to Professor will be evaluated in their third year and fifth year after being awarded tenure and every three years from that point forward.
 - i. Faculty members in this category may notify the both their School Dean and the Vice President for Academic Affairs that they are electing not to undergo review for promotion to Professor. In this case, that faculty member's review period will be the same as Section 2.5.3.1.c below.
 - ii. A faculty member electing to use Section 2.5.3.1.b.i is allowed to rescind their election by notifying both their School Dean and the Vice President for Academic Affairs at which time the School Dean, Vice President for Academic Affairs, and faculty member will jointly determine the timing for their next review.
- c. Tenured faculty members at the rank of Professor will complete an evaluation every six years following promotion.

2.5.3.2 Lecturers

- a. Lecturers will complete an evaluation during their first, second, third, sixth, ninth, and twelfth years, and every six years thereafter.

2.5.3.3 Faculty on Visiting Appointments

- a. Faculty on visiting appointments to Roanoke College are only required to complete an evaluation if they are continuing at the College on a visiting appointment.

2.5.3.4 Review Schedule for Other Faculty Appointments

- a. Faculty on a part-time contract at the College complete a short self-evaluation and review process, separate from Section 2.5.2, on an annual basis. Due dates for materials will be provided by the Assistant Vice President for Academic Operations and specified on the part-time teaching contract.
- b. Other faculty members not listed by title or rank in Sections 2.5.3.1, 2.5.3.2, or 2.5.3.3 will have their review period, if any, specified in their appointment letter.

2.6 Qualifications for Tenure and Promotion

2.6.1 Tenure

Exceptions to the following policies will have the concurrence of the Faculty Personnel Committee, the Vice President for Academic Affairs, and the President.

2.6.1.1 Qualifications for Tenure

Tenure is an honor that signifies that a faculty member has achieved a level of expertise and balance in all aspects of their career in a way that furthers the mission and purpose of Roanoke College. For the special employment rights of tenured faculty, see Section 2.2.3.

To be considered qualified for tenure an individual must:

1. hold a terminal degree unless specified otherwise in the initial letter of appointment;
 2. have served at least six years at the rank of Assistant Professor or the equivalent;
 3. demonstrate that they have offered a pattern of high-quality college courses which teach the content and skills of their discipline and of the liberal arts as described by the College's Liberal Learning Goals (1.2.4). To do so, an individual must demonstrate their teaching is characterized by the following hallmarks of high-quality college courses:
 - a. The instructor designs and implements courses with a well-organized plan for learning and clear, appropriate goals;
 - b. The instructor explores in their teaching the central knowledge and methodologies of their scholarly field;
 - c. The instructor incorporates activities and assignments that will teach the skills central to their discipline and to a liberal arts education;
 - d. The instructor creates a positive learning environment by being responsive to student questions and by challenging students to achieve at ever higher levels;
 - e. The instructor has appropriately rigorous expectations for student learning and gives fair and clear assessment of student work;
 4. demonstrate a pattern of engagement, activity, and productivity in professional life at the tenure level appropriate to the candidate's secondary emphasis (see Section 2.6.3.6);
 5. demonstrate a pattern of active involvement in service that helps programs and/or Schools realize their goals and furthers the mission, purpose, and liberal learning goals of Roanoke College. To be so, an individual must demonstrate:
 - a. Engagement in competent and conscientious advising of students;
 - b. Reliable and effective work with others in the course of committee work and other service (which may include service to a professional organization or to the community);
 - c. Adherence to the standard of professional ethics described in Section 2.9.3.1.
- For candidates whose secondary emphasis is service, such service goes considerably beyond the committee service expected of all faculty (see 1.6.5 article vi and 1.6.5.1.3 Section 1), and should demonstrate initiative, and commitment to see projects through to completion (see Section 2.6.4).
6. demonstrate promise for growth in teaching, and in either professional life or service.

2.6.2 Promotion

Exceptions to the following policies will have the concurrence of the Faculty Personnel Committee, the Vice President for Academic Affairs, and the President.

2.6.2.1 Qualifications for Promotion by Rank

Before receiving promotion between ranks, a full-time faculty member must meet the following professional qualifications:

2.6.2.1.1 Assistant Professor

To be considered qualified for promotion to Assistant Professor an individual must:

1. hold a terminal degree or have both an intermediate degree and at least three years of full-time teaching experience or other appropriate professional experience;
2. demonstrate potential for designing and implementing high quality college courses as defined by 2.6.1.1 Section 3;
3. demonstrate potential for engagement, activity, and productivity in professional life at the tenure level (see Section 2.6.3.6);

4. demonstrate a willingness to help programs realize their goals and further the mission, purpose, and liberal learning goals of Roanoke College as defined by 2.6.1.1 Section 5;

Immediate promotion from Instructor to the rank of Assistant Professor may be granted by the Vice President for Academic Affairs upon completion of the terminal degree.

2.6.2.1.2 Associate Professor

Tenure and promotion to Associate Professor are normally granted at the same time and thus have the same qualifications. Since in some cases tenure is granted separately, the criteria are repeated here.

The rank of Associate Professor signifies that a faculty member has achieved a level of expertise and balance in all aspects of their career in a way that furthers the mission and purpose of Roanoke College.

To be considered qualified for promotion to Associate Professor an individual must:

1. hold a terminal degree unless specified otherwise in the initial letter of appointment;
2. have served at least six years at the Assistant Professor rank or the equivalent;
3. demonstrate that they have offered a pattern of high-quality college courses as defined by 2.6.1.1 Section 3;
4. demonstrate a pattern of engagement, activity, and productivity in professional life at the tenure level appropriate to the candidate's secondary emphasis (see Section 2.6.3.6);
5. demonstrate a pattern of active involvement in service as defined by 2.6.1.1 Section 5;
6. demonstrate promise for growth in teaching and in either professional life or service.

2.6.2.1.3 Professor

The rank of Professor signifies that a faculty member, through teaching and a secondary area of emphasis (either professional life or service), has raised the academic quality of the College in a way that furthers the mission and purpose of Roanoke College. Sustained activity in the third area of evaluation is also a hallmark of the rank of Professor.

To be considered qualified for promotion to Professor an individual must:

1. hold a terminal degree;
2. have served at least five years at the Associate Professor rank or the equivalent;
3. have offered high quality college courses as defined by 2.6.1.1 Section 3 over a sustained period of time. In addition, an individual must demonstrate that their teaching is characterized by the following hallmarks of an excellent teacher:
 - a. The instructor regularly incorporates into their teaching new knowledge and emerging methodologies of their scholarly field;
 - b. The instructor creates new courses as necessary to reflect new areas of their scholarly interest and new subfields of their discipline;
 - c. The instructor consciously and regularly reassesses and, as necessary, adapts their pedagogy (from course design to specific classroom activities) to communicate more effectively to each generation of students;
4. have maintained a pattern of engagement, activity, and productivity, in professional life at the Professor level appropriate to the candidate's secondary emphasis (see Section 2.6.3.7);

5. have maintained a pattern of active involvement in service as expected for the rank of Associate Professor. If the candidate's secondary emphasis is Service, the candidate must demonstrate a level of service that has improved the College's ability to fulfill its mission, purpose, and liberal learning goals in an evolving academic environment. Such service, which goes considerably beyond the committee service expected of all faculty (see 1.6.5 article vi and 1.6.5.1.3 Section 1), should demonstrate initiative and commitment to see projects through to completion (see Section 2.6.4).

2.6.3 Characteristics of Professional Life

Every faculty member belongs to both a professional community of scholars and to the community of scholars and students at Roanoke College. The ongoing development of an academic's professional life is integral to participation in and contribution to one's professional community; it is also essential to the intellectual vibrancy of Roanoke College as an academic community. Engagement in professional development activities and active involvement in professional organizations enhances the role of a faculty member as a teacher-scholar by infusing the faculty member's teaching with the latest developments in the field and with emerging pedagogies. Moreover, a faculty member's scholarly productivity models for students the habits of intellectual inquiry and the excitement of discovery.

A candidate's professional life may encompass pedagogical research as well as more traditional research questions. A candidate whose research agenda includes pedagogical issues should present this work in the Professional Life categories below.

The professional life of a faculty member is characterized by work in the following categories:

1. a sound research agenda;
2. professional engagement appropriate to one's research agenda, for example:
 - a. attendance at professional meetings and conferences, including some national or international events;
 - b. participation in short courses or workshops;
 - c. visits to museums, exhibitions, and concerts;
3. professional activity, for example:
 - a. as a referee or reviewer for publications or external grant proposals, including publication of book reviews;
 - b. as a chair, panel member, discussant, respondent, or presenter at a poster session at a professional meeting or conference; as a presenter of a paper at a regional professional meeting or conference;
 - c. as a recipient of an internal research grant;
 - d. as a supervisor of students engaged in the faculty member's own research program;
 - e. as a consultant on work that furthers one's research agenda;
 - f. as the creator of a body of sustained artistic work;
4. professional productivity as attested by peers in the academic field. The pursuit of scholarship and the resulting productivity are typically demonstrated by:
 - a. dissemination of results at national and international professional forums (for example, refereed paper presentations, refereed poster presentations);
 - b. external grants that significantly contribute to the ability to pursue one's research agenda; Artist in Residency programs;
 - c. professional exhibitions, performances, or recordings of artistic work; work in a permanent collection;
 - d. refereed publications (for example, journal publications, book chapters, or books) or patents with significant participation by the candidate.

2.6.3.1 Disciplinary Differences in Professional Life

While expectations for teaching and service are not discipline-specific, the same is not the case for professional life. While some forms of dissemination, e.g., external peer-review, are indicative of the quality of a scholarly work, disciplines do not always share common terminology for describing their scholarly work, the mechanisms by which scholarly work is disseminated vary considerably, and disciplines measure achievement within that field according to their own standards.

2.6.3.2 Emphasis on Quality

While both the quality and quantity of a candidate's achievements are important, quality should be the primary consideration. The quality of a work should be defined largely in terms of the significance of the work's contribution to a discipline, or in terms of the creativity of the thoughts and methods behind it. Consequently, the quality of a candidate's achievements can be judged best by those practicing in the discipline.

2.6.3.3 Flexibility of Achievement Levels

Accordingly, the achievement levels described in Sections 2.6.3.6 and 2.6.3.7 are meant to be a guide for the candidate and evaluators. Where the expectations for achievement described in these sections do not accurately reflect the standards and practices of the candidate's field, or where the quality of a candidate's achievements clearly compensates for lack of quantity, the candidate and their evaluators should address the unique features of the candidate's field and indicate whether or not the candidate has demonstrated an equivalent level of achievement. For example, publication of a monograph by an academic press would normally be considered the equivalent of publishing multiple journal articles; attendance at several regional meetings may be the equivalent of attending one national meeting; one large refereed item may be the equivalent of two smaller refereed items; one item published in a very prestigious journal may be the equivalent of two items published in less prestigious journals.

2.6.3.4 Category 4: Submissions and Acceptances Counted

Submission (e.g., to a publisher or granting organization) of material in category 4 (Section 2.6.3) may count as an "item" in fulfilling the requirements outlined below, except where an "accepted" (for publication, exhibition, funding) item is specifically required. Resubmission of a nearly identical manuscript to another publisher or journal will not count as a distinct item. However, submission of a substantially revised manuscript will count as a distinct item. Some activities may be used to satisfy two different requirements (for example, if a candidate presents a refereed paper at a conference, the conference attendance could be one of the items used to satisfy the requirement of category 2, and the paper could be one of the items used to satisfy the requirement of category 4).

2.6.3.5 Years Counted in Achievement Levels

Many faculty members will be candidates for tenure during their sixth year of service at Roanoke College. Others may be candidates before their sixth year, as stated in their appointment letter. The review period for tenure will begin at the time of the initial appointment unless candidates have been granted credit for previous service as stated in their appointment letter. In such cases, candidates may choose to include these credit years within the review period, though the number of professional life achievements expected for tenure will increase accordingly (see Section 2.6.3.6). Because of these different time frames, overall averages are used below. Since much of the work in professional engagement and professional activity are planned ahead of time, the review year is factored into the averages for categories 2 and 3; since work in professional productivity represents the highest levels of scholarly achievement and the responses to one's submissions (especially in category 4b-d) may not be available at the beginning of the academic year, the review year will not be factored into the averages for category 4. (For example, with Professional Life as a secondary area of emphasis, candidates for tenure who are reviewed during their sixth year at Roanoke College ought to have four items in category 2, three items in category 3, and two items in category 4.) Items accepted for presentation during the review year, however, will be counted, and candidates should update evaluators of any additional items achieved while the review is in process.

2.6.3.5.1 Review Period for Professor

Candidates for promotion to Professor can vary in the number of years of service since being granted tenure at Roanoke College. In the dossier cover letter, a candidate for promotion to Professor must specify the review period to be used in evaluating the candidate's professional life; this period must be contiguous and include at least the four years leading up to the review year.

Candidates for promotion to Professor whose secondary area of emphasis has been split between Service and Professional Life will be expected to reach a level of achievement proportional to how their time has been allocated. Candidates should describe their situation in the dossier cover letter (see 2.7.3.1.1).

2.6.3.6 Achievement Levels: Tenure

1. Candidates whose secondary emphasis is Service must have a research agenda (category 1 in Section 2.6.3), and in the designated review period (see Section 2.6.3.5) should have, on average, at least:
 - a. one item per two years in category 2 (Section 2.6.3);
 - b. one item per three years in category 3 (Section 2.6.3);
 - c. one item per three years in category 4 (Section 2.6.3).

In total, candidates should have at least one accepted item in either category 4c or d.

2. Candidates whose secondary emphasis is Professional Life must have a research agenda (category 1 in Section 2.6.3), and in the designated review period (see Section 2.6.3.5) should have, on average, at least:
 - a. two items per three years in category 2 (Section 2.6.3);
 - b. one item per two years in category 3 (Section 2.6.3);
 - c. one item per two years in category 4 (Section 2.6.3).

In total, candidates should have at least one accepted item in either category 4c or d.

2.6.3.7 Achievement Levels: Professor

1. Candidates whose secondary emphasis is Service must have a research agenda (category 1 in Section 2.6.3), and in the designated review period (see Section 2.6.3.5.1) should have at least:
 - a. three items in category 2 (Section 2.6.3);
 - b. three items in category 3 (Section 2.6.3);
 - c. three items in category 4 (Section 2.6.3).

In total, candidates should have at least one accepted item during the designated review period in either category 4c or d.

2. Candidates whose secondary emphasis is Professional Life must have a research agenda (category 1 in Section 2.6.3), and in the designated review period (see Section 2.6.3.5.1) should have at least:
 - a. four items in category 2 (Section 2.6.3);
 - b. four items in category 3 (Section 2.6.3);
 - c. four items in category 4 (Section 2.6.3).

In total, candidates should have at least two accepted items during the designated review period in category 4b, c or d.

2.6.4 Characteristics of Service

Service to the College is a responsibility of every faculty member at Roanoke College. All the areas of service (detailed below) contribute to the College's ability to pursue and achieve its vision, mission, and purpose. As stated in Section 1.6, "the faculty has primary responsibility for the educational program including curriculum, academic standards, and requirements for graduation, methods of instruction, faculty status, admission policies, and other academic policies. Faculty also has a responsibility for monitoring the impact of all aspects of the College operations on the educational program."

All faculty are expected to meaningfully engage in service and will be evaluated on their contributions. Thus, any activity related to faculty governance, work on committees or taskforces, administrative responsibilities, programmatic and School service, student advising, and service to one's profession and service to the community that furthers the goals of the College, is considered Service for the purposes of faculty evaluation.

For tenure and/or promotion to Associate Professor, assessment will be based on all service contributions since the time of initial appointment. For those candidates seeking promotion to Full Professor, service will be assessed over the same period established by the candidate for the assessment of Professional Life, following 2.6.3.5.1.

2.6.4.1 Service as a Secondary Area

Service as a secondary area goes considerably beyond the responsibilities expected of all faculty, both in terms of time commitment and quality. The candidate's agency, ownership of responsibilities, leadership, and/or management in service should mark them as a leader of the Roanoke College community. While time commitments associated with such service are expected to be significant, quality should be the primary consideration. The quality of the work is defined largely in terms of the significance and impact of the work's contribution to the mission, vision, purpose, and goals of the College.

Rather than a collection of activity engagement, participation, or coordination efforts, hallmarks of such service at the secondary level include significant personal agency and/or ownership, meaningful leadership, and the successful development, management, and/or implementation of initiatives. Regardless of the specific nature of the work, candidates who declare service as a secondary emphasis must demonstrate a consistent record of initiative and seeing projects through to completion that have meaningfully supported or enhanced the College's ability to further its mission, vision, purpose, and goals.

The key to service at a secondary level is that it includes a pattern of such substantial activities. Every faculty member brings diverse skills, backgrounds, and talents; service opportunities and needs vary over time and by program. Accordingly, faculty will serve in different ways. A non-exhaustive list of such service could include the creation of new academic programs, successful direction of programs or Schools, spearheading the organization and implementation of conferences or forums, overhauling systems of evaluation, or leading major structural reforms.

Note that a title does not automatically convey that a candidate has met service at the level of a secondary emphasis. Candidates should support their case through the service narrative.

2.6.4.2 Service as a Tertiary Area

Service as a tertiary area marks the candidate as an engaged member of the Roanoke College community, **with regular ongoing service contributions.**

Service may include:

- a. attendance, participation, coordination, or facilitation of selected campus-wide or programmatic or School events,
- b. membership on committees/taskforces/councils/etc. as selected,
- c. sponsorship of student organizations,
- d. advising,
- e. programmatic/School responsibilities that may not rise to the secondary level, or

- f. other non-enumerable hidden service obligations that nevertheless enhance the life of the College.

Regular ongoing contributions to one's profession and to the wider community may also contribute to one's service obligations at the tertiary level, provided such service directly relates to furthering the mission, vision, purpose, and goals of Roanoke College.

2.6.5 Evaluation and Materials for Tenure and Promotion

2.6.5.1 Teaching

Teaching is the heart of what we do as faculty members at Roanoke College. Service to the College—especially student advising—supports good teaching, and professional activity renews faculty knowledge and expertise. But teaching is our primary emphasis because the College's mission is "to engage students in their development as whole persons" and to prepare "our graduates for responsible lives of learning, service, and leadership in a diverse and changing world." Within an integrative approach that includes curricular and co-curricular learning, the faculty bears chief responsibility for leading students to meet the College's Liberal Learning Goals (1.2.4), preparing students for "lives of freedom with purpose." The Qualifications for Tenure (2.6.1.1 Section 3) offers a list of teaching characteristics expected of our faculty. Evaluators understand that outstanding teaching is not an achievement reached at a single point in a career, nor is it achieved once and for all; instead, it is an ability acquired and sustained through an ongoing process.

2.6.5.1.1 Evidence

1. Teaching Narrative:

- a. A statement of the candidate's teaching goals and philosophy (e.g., reasons for teaching as one does, expectations of self and students);
- b. A review of what the candidate has learned about teaching during recent years, what pedagogical changes the candidate has made and what problems the candidate has encountered (solved and unsolved), and what actions the candidate has taken to attempt to resolve them;
- c. A statement of the candidate's teaching goals for the next several years and a plan for achieving those goals;
- d. A statement of how the candidate's teaching is tied to and shaped by Professional Life and Service.

2. Course Materials:

- a. List of all courses from the six most recent regular semesters in which the candidate taught, plus the most recent Intensive Learning course taught, if any. In addition, special topics courses, Intensive Learning courses, or other courses taught outside this time frame, which demonstrate the range and quality of the candidate's teaching may also be included;
- b. For each different course listed in 2.a. above, please include the following organized by course:
 - i. Course syllabus/policy statement;
 - ii. Final exams and selected tests/quizzes;
 - iii. Selected assignments;
- c. Annotated list of independent studies including theses directed, honors in the major projects, summer scholars advised or internships supervised, or other instances in which you have facilitated student research or provided mentoring outside of regular class instruction or advising. Briefly (in one sentence or two) describe the nature of the project and your involvement;

3. Course Data:

- a. Grade distribution data for all courses from the six most recent regular semesters in which the candidate taught;
- b. Student evaluation numerical summary sheets for all courses from the six most recent regular semesters in which the candidate taught, and the most recent Intensive Learning course taught, if any;
- c. Student evaluation summative items for all courses from the six most recent regular semesters in which the candidate taught, and the most recent Intensive Learning course taught, if any.

4. Pedagogical Development:

- a. Annotated list of curricular innovations/contributions, emphasizing inclusion of recent developments in the field;
- b. Annotated list of pedagogical training, including on-campus workshops or seminars, off-campus training, seminars, workshops, or conferences attended. Please clarify your role (as participant or presenter) in these events;

5. Narrative Evaluations of Teaching:

- a. All supervisor's evaluations of teaching effectiveness within the years that include the six most recent regular semesters in which the candidate taught;
- b. An evaluation from the Assistant Vice President for Curriculum, Advising, and Assessment (if one or more INQ courses have been taught during the period for which evidence is being submitted);
- c. An evaluation from the Honors Program Director (if one or more HNRS courses have been taught during the period for which evidence is being submitted);

6. Other supporting materials deemed appropriate may be submitted but are not required.

2.6.5.2 Professional Life

2.6.5.2.1 Evaluation Areas

Professional Life is an integral part of the job of any professor, as it defines us as researchers and educators. In considering a candidate for tenure or promotion, evaluators must examine the entire career of the candidate. While the emphasis is on recent scholarly work, evaluators should consider the candidate's overall commitment to a scholarly life.

2.6.5.2.2 Evidence

1. Professional Life Narratives

- a. A statement of the significance the candidate attaches to professional life, and the challenges the candidate has encountered—solved and unsolved—and/or anticipates in conducting research, scholarship, and other forms of professional work;
- b. A statement of the candidate's professional life goals (i.e., research agenda) for the next several years and a plan to achieve those goals.

2. Professional Engagement

- a. List of professional meetings, short courses, workshops, and conferences attended;
- b. Visits to museums, exhibitions, and concerts;
- c. List of professional memberships;
- d. Information on work towards an advanced degree.

3. Professional Activity

- a. List of workshops conducted;
- b. Information about service as a chair, panel member, discussant, or respondent at a professional meeting;
- c. Description of poster presentations;
- d. Description of paper presentations at regional professional meetings, including whether or not they were peer reviewed;
- e. List of invited reviews and services as referee for grants and manuscripts, including published book reviews;
- f. Information on internal grant proposals, including interim and final reports as appropriate;

- g. Information about student research or independent study projects supervised and how they contribute to the candidate's research program;
- h. Information on consulting, with a clear statement of how the work contributes to the candidate's research program;
- i. Description of body of sustained artistic work created;
- j. List of professional awards.

4. Professional Productivity

- a. Descriptions of presentations at national and international professional forums, including whether or not they were peer reviewed;
- b. Description of refereed poster presentations;
- c. Descriptions of publications, including whether or not they were peer reviewed;
- d. Description of professional exhibitions, performances or recordings of artistic works or work in a permanent collection;
- e. Works in progress, including submissions under review, pending publications, invitations to exhibit, etc.;
- f. Information on external grant proposals or applications for Artist in Residency programs, including interim and final reports as appropriate;
- g. Professional service, which may encompass work as an officer in a professional organization, organizing a conference, chairing a conference panel, etc., including an explanation as to why these activities should be considered scholarly productivity rather than service (items included here may not be included under 2.6.5.3.2.5.a).

5. All supervisor's evaluations of Professional Life within the previous three years.

6. Other supporting materials deemed appropriate may be submitted but are not required.

2.6.5.3 Service

2.6.5.3.1 Evaluation Areas

- 1. Service to program(s) and/or School;
- 2. Service to the College;
- 3. Advising of students (if applicable);
- 4. Service to the Profession (if applicable);
- 5. Service to the Community (if applicable).

2.6.5.3.2 Evidence

1. Service Narrative:

The service narrative will demonstrate how the candidate's service supports the goals of the College. Faculty are inherently creative, and service needs across programs and communities can be very different. The narrative provides a place for candidates to highlight how they have served the College and explain the variety of their service obligations.

All faculty are expected to use the narrative to address how they have delivered competent and conscientious advising, the challenges encountered in advising (solved and unsolved), and what actions the candidate has taken to attempt to resolve them.

In addition:

Candidates who declare service as their secondary area will write a narrative explaining how their service represents a substantial enhancement beyond the responsibilities expected of all faculty, both in terms of time commitment and quality. This narrative will show the meaning in what they are doing, addressing their intentionality and how they have met the requirements for service at this level.

Candidates who declare service as their tertiary area will write a narrative illustrating how their regular or ongoing service contributions to the College show the candidate to be an engaged member of the Roanoke College community.

2. Advising:
 - a. List of advising assignments including number of students advised and type of advising performed (e.g., majors, minors, interdisciplinary concentrations, first-years, transfers, and internationals);
 - b. Both the numerical and the narrative portions of the College's survey of advisees for at least the three previous years.
3. Service to program(s) and/or School:
 - a. Annotated list of leadership roles taken to further the goals of the faculty member's program(s) and/or School;
 - b. Annotated list of programmatic and/or School activities (e.g., work on changes to major/minor/concentrations, work on website, sponsoring program and/or School events, participation on program and/or School committees, etc.);
 - c. List of program and/or School student organizations sponsored.
4. Service to the College:
 - a. List of participation and leadership on college committees, groups and councils;
 - b. Leadership in college professional activities (e.g., directing programs, administrative appointments, organizing campus-wide events, etc.);
 - c. Participation in college professional activities (e.g., presenting at faculty forums and in the Elder Scholar program, orientation mentoring, etc.);
 - d. List of college-wide student organizations sponsored;
 - e. Descriptions of other service activities that further the mission, purpose, or liberal learning goals of Roanoke College.
5. Service to the profession (if applicable):
 - a. Annotated list of appropriate professional service activities, including an explanation as to why these activities should be considered service rather than professional life (items included here may not be included under 2.6.5.2.2.4.g);
 - b. List of leadership positions and offices held in professional organizations;
 - c. External documentation of leadership positions and offices held.
6. Service to the Community (if applicable):
 - a. Annotated list of community service activities;
 - b. External documentation of community service activities.
7. All supervisor's evaluations of Service within the previous three years.
8. An evaluation from the candidate's administrative supervisor (if the candidate receives release time for administrative duties).
9. Other supporting materials deemed appropriate may be submitted but are not required.

2.7 Tenure and Promotion Reviews

2.7.1 General Statements

Reviews at Roanoke College serve the purposes of ensuring that the faculty is fulfilling its responsibilities in seeking to pursue the mission, goals, and vision of the College, and that faculty ranks accurately reflect the accomplishments and contributions of each faculty member. Reviews are undertaken with appropriate seriousness and confidentiality, and are structured so that multiple evaluators contribute to the final outcome of any review.

2.7.2 Timing of Reviews

Deadlines for each step in the review process can be found below in the section entitled Review Timetables (Section 2.7.4).

2.7.2.1 Pre-Tenure Review

A pre-tenure review of faculty members will normally be performed in the third year; the purpose of the review is to advise candidates on their progress toward tenure. Faculty members who are granted academic credit for service at other institutions will be notified in the initial appointment letter of the academic years in which the pre-tenure and tenure reviews will occur.

In the spring prior to the deadline for submitting the dossier for review, candidates, Assistant Deans, and School Deans will be reminded by Academic Affairs of the upcoming review. At this time the candidate will be notified of the membership of the review committee by Academic Affairs.

2.7.2.2 Tenure Review

The tenure review occurs when the faculty member is in the sixth year of service at the College and has attained the rank of at least Assistant Professor. Faculty members who are granted academic credit for service at other institutions will be notified in the initial appointment letter of the academic years in which the pre-tenure and tenure reviews will occur.

In the spring prior to the deadline for submitting the dossier for review, candidates, Assistant Deans, and School Deans will be reminded by Academic Affairs of the upcoming review. At this time the candidate will be notified of the membership of the review committee.

2.7.2.3 Promotion Reviews

2.7.2.3.1 Promotion to Assistant Professor

Tenure-track faculty with a terminal degree normally enter Roanoke College at the rank of Assistant Professor. A person at the Instructor rank who completes the doctorate during the academic year may be considered immediately for promotion to the rank of Assistant Professor. This promotion is not subject to the review procedures detailed below, but is granted by the Vice President for Academic Affairs, who will notify the faculty member in writing of this promotion and of the academic years in which the pre-tenure and tenure reviews will occur.

2.7.2.3.2 Promotion to Associate Professor

Promotion to the rank of Associate Professor is usually conferred simultaneously with tenure. However, the Vice President for Academic Affairs may grant this rank to a new faculty member based on academic service and accomplishments at another institution.

2.7.2.3.3 Promotion to Professor

Promotion to the rank of Professor is the highest faculty rank conferred by Roanoke College. Faculty members may apply for promotion to Professor no earlier than the fifth year since promotion to the rank of Associate Professor.

Faculty members who are appointed to the rank of Associate Professor based on academic service at other institutions will be notified in the initial appointment letter of the academic year in which they will first be eligible to apply for promotion to Professor. In every case an individual must have served at least two consecutive full-time years at Roanoke College.

In the spring prior to the deadline for submitting the dossier for review, candidates, Assistant Deans, and School Deans will be notified by Academic Affairs of their initial eligibility for promotion to Professor. Faculty members who wish to be reviewed in the following year must signal their intention in a letter addressed to the Vice President for Academic Affairs, the chair of the Faculty Personnel Committee, and their School Dean, and their Assistant Dean by the date specified in 2.7.4. At this time the candidate will be notified of the membership of the review committee by Academic Affairs.

Candidates for promotion to Professor may withdraw their application at any time prior to the dossier's submission to FPC.

2.7.2.4 Policies Affecting Timing of Reviews

A tenure-track faculty member may choose to delay the date of a pre-tenure or tenure review for one year any time during the probationary period. If a candidate chooses to delay the pre-tenure review, the tenure review is also delayed to occur one year later than the date specified in the candidate's initial appointment letter. The candidate must inform the Assistant Dean, School Dean, and the Vice President for Academic Affairs in writing of the intention to delay the pre-tenure or tenure review. A candidate may do this at any time before the review in question, but no later than April 15 of the academic year prior to the scheduled time of review. If a candidate chooses to delay pre-tenure or tenure review, the candidate's eligibility for a sabbatical is delayed accordingly. This option to delay can only be exercised once by any candidate. Subsequent requests by a candidate for delays in the process would require the approval of the Vice President for Academic Affairs, in consultation with the School Dean and Assistant Dean. In all cases, the additional year does not affect the professional life achievement levels required for tenure as defined in Section 2.6.3.6. That is, items included in the dossier as evidence in categories 2, 3 and 4 will be evaluated as if the tenure clock were "stopped" for one year. (For example, a candidate delaying a tenure review for one year, and being reviewed during their seventh year, would be evaluated as if only six years had transpired.)

2.7.3 Review Procedures

All reviews require the submission of a dossier by the candidate and its evaluation by the review committee, the Assistant Dean and School Dean, FPC, and the Vice President for Academic Affairs. In the case of tenure and promotion reviews, the President and the Board of Trustees are also included in the review process.

2.7.3.1 Dossier

2.7.3.1.1 Contents

Every candidate for review submits a dossier. The dossier should contain the following items:

1. a cover letter (on contents of the cover letter, see below);
2. a current curriculum vita;
3. letters of evaluation written by:
 - a. the School Dean and Assistant Dean, together (or including the designee of the Vice President for Academic Affairs if applicable according to 2.5.2);
 - b. the review committee;
 - c. the Assistant Vice President of Curriculum, Advising, and Assessment (if one or more INQ courses have been taught during the period of time for which evidence is being submitted);
 - d. the Honors Program Director (if one or more HNRS courses have been taught during the period of time for which evidence is being submitted);

- e. the candidate's administrative supervisor (if the candidate receives reassigned time for administrative duties);
 - f. the chair of FPC documenting the results of the pre-tenure review (for tenure candidates only); candidates who have previously been denied promotion to full professor may include, at their discretion, the letter from FPC and/or the Vice President for Academic Affairs that resulted from that review.
4. all other materials required for evaluation in the areas of Teaching, Professional Life, and Service in reverse chronological order (see the items listed under Evaluation Areas and Materials in Section 2.6.4);

In the cover letter candidates should indicate:

- 1. the type of review (pre-tenure review, tenure, tenure with promotion to Associate Professor, or promotion to Professor);
- 2. the secondary area of emphasis (either professional life or service) under which the candidate for tenure or for promotion to Professor wishes to be evaluated. This declaration is necessary since a faculty member's secondary area of emphasis may have varied during the years under review. Candidates for promotion to Professor whose secondary area of emphasis since tenure has been split between Service and Professional Life should explain how their time has been allotted;
- 3. a request to meet with the School and Assistant Dean, together, if desired. Any candidate who requests an interview must be granted one prior to the School and Assistant Dean's final voting on the candidate;
- 4. a request to meet with the review committee if desired. Any candidate who requests an interview must be granted one prior to the review committee's final voting on the candidate;
- 5. a request to meet with FPC if desired. Any candidate who requests an interview must be granted one prior to FPC's final voting on the candidate. All candidates have the right to appear before FPC without the presence of the Assistant Dean or School Dean.

The dossier narratives allow candidates to interpret the various types of evidence contained in each section of the dossier and to present a holistic vision of their contributions as faculty members. While evaluators are free to interpret on their own the evidence presented, candidates are encouraged to contextualize and interpret any evidence they feel might present questions to evaluators (e.g., student or advising evaluation data). Candidates for promotion to Professor might wish to use the appropriate narrative to explain to evaluators that they have spent a number of years focused on the third area of evaluation rather than the declared secondary emphasis. The narratives also give candidates the opportunity to explain to evaluators outside their discipline the significance of their scholarly work (e.g., the types of publications completed, the contribution of work to the discipline overall).

Candidates should consult the document, "Guide to Assembling an FPC Dossier" for more detailed instructions on how to organize the dossier. FPC should review and reapprove this document every 5-7 years, or earlier if significant *Faculty Handbook* revisions have taken place.

The candidate is also free to include any additional information deemed appropriate.

2.7.3.1.2 Submission

Candidates should contact Academic Affairs for guidance in constructing an electronic dossier. Once prepared, the electronic dossier will be made available to the School Dean, Assistant Dean, members of the review committee, and members of FPC. After the dossier has been reviewed by the School Dean, Assistant Dean, and review committee, (1) the chair of the review committee and (2) the School Dean and Assistant Dean, together, will provide their letters directly to the Vice President for Academic Affairs for incorporation into the dossier and to the candidate. After a dossier has been submitted, the candidate may submit notification that a paper was published or accepted, a grant or fellowship awarded, a presentation accepted, or a performance invitation received. The candidate may not submit a revised narrative. FPC may request additional information if it conforms to the type of evidence allowed in the *Faculty Handbook*.

2.7.3.2 Evaluation of Evidence of Dossier

All evaluations of candidates' dossiers detailed below (by review committees, School and Assistant Deans, FPC, the Vice President for Academic Affairs, and the President) must be done in light of the explicit criteria for tenure and promotion detailed in the *Faculty Handbook*. Multiple sources of evidence are included in the dossier, and evaluators are encouraged to give appropriate weight to each source in their deliberations.

Candidates for tenure should expect that evaluators will consider their dossier in light of the recommendations of their pre-tenure review. Candidates for promotion to Professor have the option of including in the dossier letters from FPC and/or the Vice President for Academic Affairs that resulted from any previous reviews for promotion to Professor. Such candidates can expect that evaluators will take these recommendations into account in their evaluation of the current dossier.

While recognizing the need for numerical evaluations (e.g., student course evaluations, advising evaluations, grade distribution data), all evaluators are expected to interpret such numbers in the context of a candidate's overall profile of teaching responsibilities (e.g., general education courses, introductory courses, major courses, class size) and the limitations of any numerical evaluation itself (e.g., the effect of outliers in small classes). Numerical evaluations, whether high, median, or low, are open to numerous interpretations, and given the importance of the decisions entrusted to them, evaluators ought not to rely too heavily on numerical evaluations.

Candidates for tenure and for promotion are required to declare a secondary area of emphasis since the secondary area of emphasis may have varied over the years under review. If evaluators deem that a candidate has not achieved the accomplishments required for tenure or promotion in that area, they may consider whether the candidate's accomplishments merit tenure or promotion based on the remaining area as a secondary area of emphasis. In brief, evaluators are not bound to a candidate's declaration of secondary emphasis.

The faculty and administration is aware that workload inequities exist at Roanoke College due to grants and various types of administrative appointments. It is not possible to create set rules that will adequately ameliorate these differences. All evaluators should, however, take these inequities into account in their evaluations.

2.7.3.2.1 Outcomes

As a result of the pre-tenure review, the candidate will receive evaluation letters that indicate one of the following: (a) that the candidate is making strong progress toward tenure, (b) that the candidate is making satisfactory progress toward tenure, or (c) that the candidate is not making satisfactory progress toward tenure. These letters are expected to include sufficient detail to help candidates prepare for a successful tenure review.

As a result of the tenure review, the candidate will either (a) be awarded tenure and, if appropriate, promotion to Associate Professor or (b) be denied tenure and awarded a terminal one-year contract. In the latter case, evaluation letters should identify the areas in which the candidate did not meet the required criteria.

As a result of a review for promotion to Professor, the candidate will receive evaluation letters that indicate one of the following: (a) that promotion to Professor is recommended, (b) that the candidate is making progress toward promotion to Professor, or (c) that the candidate is not making satisfactory progress toward promotion to Professor. Letters not recommending promotion must include sufficient detail to help candidates prepare for a successful subsequent review.

2.7.3.3 Review of Dossier Within School

All dossiers will be reviewed by both a review committee, the School Dean, and the Assistant Dean.

2.7.3.3.1 Evaluation by Review Committee

2.7.3.3.1.1 Composition of Review Committee

Candidates will be evaluated in the areas of teaching, service, and professional life by a committee of tenured faculty members. Academic Affairs will maintain a list of all faculty formally affiliated with each degree program, eligible to serve on pre-tenure, tenure, and/or promotion review committees each academic year. School Deans, Assistant Deans, and members of the Faculty Personnel Committee are not eligible for such service. Any faculty member whose presence would create a conflict of interest as determined by the Vice President for Academic Affairs will also be released from such service.

A candidate's review committee will be constituted as follows:

1. The candidate's School Dean and Assistant Dean, together, will provide the Vice President for Academic Affairs a nomination list and rationale of three to five tenured faculty from the degree program(s) the candidate is formally affiliated with to serve. If fewer than three tenured members of the degree program(s) are eligible to serve, additional consenting tenured faculty from other degree programs must be nominated.
2. The candidate will provide the Vice President for Academic Affairs a nomination list and rationale of three to five tenured faculty from the degree program(s) the candidate is formally affiliated with to serve, including up to one tenured faculty member outside of their degree program(s) if the candidate chooses. If fewer than three tenured members of the degree program(s) are eligible to serve, additional consenting tenured faculty from other degree programs must be nominated.
3. After receiving both slates of nominations, the Vice President for Academic Affairs shall constitute the review committee of at least three but no more than five tenured faculty, from the combination of both nomination lists.

If additional members from other degree programs are needed to reach the minimum, it is preferred that they be related to or familiar with one or more aspects of the candidate's teaching, professional life, and service activities. It is also preferred that all eligible faculty within the candidate's program should serve, unless the maximum is reached. In all cases, all members of the review committee must be tenured faculty members.

After being constituted, this committee will be convened by the candidate's Assistant Dean whereby the review committee chair will be chosen by the committee itself. All members of the committee are expected to participate in the committee's deliberations.

2.7.3.3.1.2 Procedures for Review Committee

Upon receiving access to the dossier, the committee chair will then arrange a meeting time that all members of the committee can attend.

Any candidate who requests an interview must be granted one prior to the review committee's final voting on the candidate. At its discretion, the review committee may request an interview with the candidate.

The review committee will evaluate the candidate's qualifications based on the criteria detailed in the *Faculty Handbook*. Since FPC will give serious weight to the recommendation of the review committee, especially in its evaluation of the candidate's level of professional life, the review committee should critically evaluate and interpret the candidate's achievements in light of that academic discipline. If the committee feels that a candidate does not meet some of the criteria, the committee should acknowledge this and, if it chooses, make a case for why the candidate nevertheless merits tenure and/or promotion. During voting on a candidate's review, any member of the committee may request a secret ballot.

Review Committees should consult the document, "Guidelines for Review Committees, School Deans, and Assistant Deans" for more detailed instructions on how to evaluate the dossier. FPC should review and reapprove

this document periodically (every 5-7 years, or earlier if significant *Faculty Handbook* revisions have taken place) to maintain consistency with the *Faculty Handbook*.

At the end of its deliberations, the chair of the review committee will draft a letter that communicates the majority opinion of the committee, but also gives voice to dissenting views. All members of the committee will be given an opportunity to suggest revisions to the letter. The review committee's evaluation letter should follow the guidelines outlined in 2.7.3.2.

If the review committee wishes to meet with FPC, this request, along with the name of a representative of the committee, shall be made in the committee's evaluation letter. If FPC grants this request, the representative has the right to appear before FPC prior to its final voting on the candidate and without the presence of the School Dean or Assistant Dean.

The review committee should also verify that the dossier contains all required materials and should notify the candidate, the Vice President for Academic Affairs, and the chair of FPC of any omissions. If omissions are present, the Vice President for Academic Affairs and/or the chair of FPC will advise the candidate and all evaluators as to how the omissions may be addressed.

The review committee's recommendation letter is sent to the Vice President for Academic Affairs, where it will be added to the dossier and to the candidate's personnel file. Review committee chairs will also send a copy of the letter directly to the candidate at this time.

2.7.3.3.2 Evaluation by School Dean and Assistant Dean

The School Dean and Assistant Dean shall together author a single letter of evaluation. If the candidate is currently the School Dean, this step in the evaluation process will be skipped since the School Dean is evaluated by the Vice President for Academic Affairs. If the candidate is currently an Assistant Dean, this step in the evaluation process will be completed solely by the School Dean. In cases of a conflict of interest or other issue as described in 2.5.2 where a designee of the Vice President for Academic Affairs performs the evaluation of a faculty member, this step in the evaluation process will be completed by the designee and School Dean, together.

Any candidate who requests an interview with the School and Assistant Dean must be granted one prior to their final voting on the candidate. At its discretion, the School and Assistant Deans may request an interview with the candidate.

The School Dean and Assistant Dean should evaluate candidates' dossiers in light of the same criteria and guidelines used by the review committee; in addition, this evaluation should be informed by the School and Assistant Deans' interaction with the candidate. If the School and/or Assistant Dean has not been in these roles during the entire period of time for which the candidate is being reviewed, they should consult with their predecessors.

The School and Assistant Deans' evaluation should provide information about and/or address issues that would not necessarily be known by the review committee. School and Assistant Deans may be more aware of the candidate's service contributions to degree program(s) and the School. Based on personal interaction with students and administrators, the School and Assistant Dean may also be able to provide more insight into the candidate's teaching and advising.

School and Assistant Deans should consult the document, "Guidelines for Review Committees, School Deans, and Assistant Deans" for more detailed instructions on how to evaluate the dossier. At the end of their deliberations, the School and Assistant Deans will co-author a letter that communicates their opinions and their votes. In case of disagreement, all views should be represented in the letter. This letter should follow the guidelines outlined in 2.7.3.2.

If the School and/or Assistant Dean wishes to meet with FPC, this request shall be made in their evaluation letter. If FPC grants this request, the School Dean and Assistant Dean each has the right to appear separately or together before FPC prior to its final voting on the candidate and without the presence of the candidate.

The School Dean and Assistant Dean should also verify that the dossier contains all required materials and should notify the candidate, the Vice President for Academic Affairs, and the chair of FPC of any omissions. If omissions are present, the Vice President for Academic Affairs and/or the chair of FPC will advise the candidate and all evaluators as to how the omissions may be addressed.

The School and Assistant Deans' recommendation is sent to the Vice President for Academic Affairs, where it will be added to the candidate's dossier and entered in the candidate's personnel file. The School Dean will also send a copy of the letter directly to the candidate at this time.

2.7.3.4 Review by Faculty Personnel Committee and the Vice President for Academic Affairs

At this stage candidates for the pre-tenure review are evaluated only by FPC and the Vice President for Academic Affairs, together. Their dossiers do not proceed to the President or the Board of Trustees. For tenure and/or promotion reviews, FPC and the Vice President for Academic Affairs author independent letters evaluating the candidate's appropriateness for tenure and/or promotion. The following procedures are designed to help FPC and the Vice President for Academic Affairs come to a similar recommendation, but do not require their unanimity for the review to proceed to the President and the Board of Trustees.

FPC members must recuse themselves from evaluating candidates if they (1) are in a supervisory role (School Dean, Assistant Dean) and (2) have authored a review letter included in the candidate's dossier. FPC members must recuse themselves from dossier review, discussion, interviews, voting, and letter writing when such conflicts exist. As an ex-officio member of FPC, the Vice President of Academic Affairs must recuse themselves from interviewing if they have authored a review letter included in the candidate's dossier.

2.7.3.4.1 Interviews

Any candidate who requests an interview must be granted one prior to FPC's final voting on the candidate. Review committees, School Deans, and Assistant Deans may request an interview with FPC, but FPC is not required to grant an interview if it judges the evaluation letter sufficient. At its discretion, FPC may request interviews with candidates, representatives of review committees, School Deans, and/or Assistant Deans. FPC will attempt to meet with all candidates for tenure and for promotion; as time allows, it will seek to meet with other candidates. Candidates for review should not assume FPC's request for an interview indicates a problem with their review. FPC may interview other colleagues of the candidate only with the consent of the candidate.

No less than three days prior to a candidate's interview with FPC, the chair of the committee must submit to the candidate a list of questions raised by members of the committee. The questions asked by the committee during the interview, however, need not be limited to these questions.

All interviews must conform to appropriate ethical guidelines similar to those governing the interviewing of job candidates. Questions about a candidate's religion, political affiliation, disability, sexual orientation, family status and responsibilities, and reproductive choices, for example, may not be raised as they are not germane to the assessment of a candidate's qualifications for tenure or promotion.

2.7.3.4.2 Additional Sources of Evidence

In order to gain a more complete understanding of a candidate's teaching effectiveness, FPC may request from the Director of Institutional Research, Effectiveness, and Planning additional comparative data, which the committee can use to interpret the candidate's student evaluation reports.

2.7.3.4.3 Deliberation Guidelines

FPC and the Vice President for Academic Affairs will evaluate the candidate's qualifications based on the established criteria detailed in the *Faculty Handbook*. It is generally expected that FPC will give serious weight to the recommendations of the review committee, School Dean, and Assistant Dean, especially in its evaluation of the candidate's level of professional life. Likewise, FPC will consider tenure dossiers in light of the recommendations

of the candidate's pre-tenure review. If a candidate for promotion to Professor chooses to include letters from previous reviews for promotion to Professor, FPC will take these recommendations into account in its evaluation of the current dossier. In all these cases FPC nevertheless remains an independent body that has the responsibility of weighing each candidate's qualifications in light of the criteria approved by the Roanoke College faculty. During voting on a candidate's review, any member of the committee may request a secret ballot. FPC should attempt to achieve a majority vote for each candidate. If FPC is unable to do so, a tie vote will not be considered a negative or a positive recommendation.

While the Vice President for Academic Affairs is a member of FPC ex officio, FPC and the Vice President each form independent evaluations of the candidate. The Vice President's role during FPC's meetings is therefore somewhat limited. The Vice President meets with the Committee during its deliberations and interviews, but does not participate in debate beyond acting as a resource for members of FPC to answer relevant questions about the candidate. In addition, the Vice President does not participate in, and should not be present during, the committee's final voting on the candidate or the committee's composition of its letter of recommendation for purposes of tenure and/or promotion. The Vice President should participate in the authoring of FPC's evaluation letter for pre-tenure reviews to provide these candidates greater clarity and direction ahead of their subsequent tenure and/or promotion review.

2.7.3.4.4 Post Deliberation Procedures

In the case of pre-tenure reviews, FPC sends its letter of recommendation (see the guidelines outlined in 2.7.3.2.1) to the candidate, whose review is now complete.

In all other reviews for tenure and for promotion, FPC and the Vice President for Academic Affairs will inform each other of their recommendation for each candidate. The Vice President and FPC will meet to review their recommendations. If the recommendations differ, both the Vice President and FPC will articulate clearly the reasons for their recommendations. This will be followed by a discussion attempting to resolve this discrepancy. If consensus cannot be reached, at the very least both the Vice President and FPC will have a clear understanding of the reasons for their disagreement. After this discussion both the Vice President and FPC may choose to revise their original recommendation. The Vice President and FPC's evaluation letters should follow the guidelines outlined in 2.7.3.2.1.

The Vice President for Academic Affairs and the chair of FPC will submit their final letters of recommendation to the President of the College and to the candidate (with copies to each other). To protect the candidate's right to privacy the chair of FPC should destroy FPC's copy of the Vice President's letter at the end of that academic year.

Upon receipt of these letters of recommendation, the candidate may initiate an appeal (see Section 2.7.3.6). In light of the deadline for submitting an appeal, the recommendation letters of the Vice President for Academic Affairs and FPC should be sent via campus email by the date specified in 2.7.4.

2.7.3.5 Review by President

The President reviews the recommendations of the Vice President for Academic Affairs, the Faculty Personnel Committee, and, if applicable, the Faculty Grievance Committee. In cases where the recommendations of the Vice President and FPC diverge, the President should seek to understand the precise cause for this disagreement and may, at their discretion, meet with the Vice President, an appropriate representative of FPC or FGC, or the candidate. In any case, the President's recommendation must be made in light of the explicit criteria for tenure and promotion detailed in the *Faculty Handbook*.

The President sends notice of their recommendation to the candidate, the Vice President for Academic Affairs and the Faculty Personnel Committee. In cases where the recommendations of FPC and the Vice President have diverged or in cases where the President's recommendation differs from the unanimous recommendation of the Vice President and FPC, the President must explain the reasons for this recommendation in that letter.

The President's favorable recommendations for tenure and for promotion are sent to the College Life Committee of the Board of Trustees. These recommendations become final only when they have been approved by the College

Life Committee and by the Board of Trustees. Additionally, where the President's recommendation differs from the unanimous recommendation of the Vice President for Academic Affairs and FPC, the President sends copies of their recommendation to the College Life Committee of the Board of Trustees along with the recommendations of FPC and the Vice President for review.

2.7.3.6 Appeals

The faculty member may initiate an appeal to the chair of the Faculty Grievance Committee (FGC) within 30 days of the date of receiving the letters from the Vice President for Academic Affairs, the chair of FPC, or the President.

Upon receipt of the faculty member's grievance, the FGC forms a Mediation Panel (see 2.16.3.2-3) which attempts to resolve the situation informally. If the Mediation Panel comes to an impasse, it will recommend that either (a) FGC hear the case on procedural grounds, or (b) the President consider it on substantive grounds. In cases containing both substantive and procedural grounds, the case will be sent to the President to review both claims. In the case of procedural grounds, the FGC will schedule a formal hearing and proceed with an FGC Review as outlined in Section 2.16.3.4.1.

2.7.4 Review Timetables

Timetable for Pre-Tenure Review

April 1	Vice President for Academic Affairs notifies candidate of review in following academic year
April 15	Candidate notifies Vice President for Academic Affairs of desire to delay pre-tenure review
April 20	Candidate provides Vice President for Academic Affairs a nomination list for their review committee; Candidate's School and Assistant Dean, together, provide Vice President for Academic Affairs a nomination list for the candidate's review committee;
April 25	Pre-tenure candidates are notified of membership of review committee by Academic Affairs.
May 2	Pre-tenure candidates are notified of the identity of their review committee chair by Academic Affairs
January 10	Submission of pre-tenure dossier for review
January 31	Submission of School and Assistant Deans' and Review Committee's Evaluation Letters to the Vice President for Academic Affairs, copies of these are also provided to the candidate
April 15	Candidate's receipt of evaluation by Faculty Personnel Committee

Timetable for Tenure and Promotion Review

April 1	Vice President for Academic Affairs notifies candidate of review in following academic year; in the case of candidates for promotion to Professor, Vice President for Academic Affairs notifies candidate of eligibility for review in the following year
April 15	Candidate notifies Vice President for Academic Affairs, School Dean, and Assistant Dean of desire to delay tenure review
April 20	Candidate for tenure provides Vice President for Academic Affairs a nomination list for their review committee; Candidate for promotion to Professor notifies Vice President for Academic Affairs of intent to be reviewed in the following year and provides a nomination list for their review committee; Candidate's School and Assistant Dean, together, provide Vice President for Academic Affairs a nomination list for the candidate's review committee.
April 25	Candidate are notified of membership of review committee by Academic Affairs
May 2	Candidates are notified of the identity of their review committee chair by Academic Affairs
August 20	Submission of dossiers for review for tenure and promotion
September 24	Submission of School and Assistant Deans' and Review Committee's Evaluation Letters to the Vice President for Academic Affairs, copies of these are also provided to the candidate

December 15	Candidate's receipt of recommendations of Faculty Personnel Committee and the Vice President for Academic Affairs (for tenure, for tenure and promotion to Associate Professor, and for promotion to Professor)
February 1	Candidate's receipt of President's recommendation (for tenure, for tenure and promotion to Associate Professor, and for promotion to Professor)
May 1	Candidate's receipt of Board's response to President's recommendation

2.8 Separation and Related Actions

This section describes Roanoke College policies dealing with separation and related actions.

2.8.1 Separation

At times, Roanoke College or individual faculty members may find it necessary to sever their contractual relationship. To protect the interests of both parties, categories of separation are here defined and the policies and procedures related to each are set forth.

The types of separation are as follows:

- a. resignation;
- b. retirement;
- c. non-renewal of probationary (one-year) contract;
- d. lay-off;
- e. suspension or dismissal for cause.

2.8.1.1 Resignation

Resignation is a severance action by which a faculty member voluntarily seeks to be released from a contract with the College. Because of the extreme hardship which is often caused by untimely resignation, it is requested that all faculty members provide the earliest possible notice of an intent to resign. Faculty must give notice to the Dean of the College no later than sixty days prior to the start of the next academic year.

If a resignation is for reasons of prolonged mental or physical illness, the College, in consultation with the individual or their representative, may consider whether the option of leave of absence would be appropriate and beneficial for all parties concerned.

2.8.1.2 Retirement

Roanoke College does not have a specific age at which a faculty member must retire. All faculty members, regardless of age, must be able to perform their duties in a competent and effective manner. Faculty members are encouraged to inform their School Dean and Human Resources if they are interested in discussing early or phased retirement options. For planning purposes, a faculty member contemplating retirement is requested to advise their Dean, the Senior Vice President, Academic Life & Learning, and Human Resources of a pending or anticipated retirement at least nine months prior to the anticipated retirement date.

An employee who has reached the age of 60 and has served 15 years (or its full-time equivalent) with Roanoke College may retire as an 'official' College retiree. As an official retiree, the College email address may be retained by the employee. Official retirees receive campus communications and retirees are invited back to campus for certain events.

Employees should refer to Appendix D in the Staff Handbook for the [Policy Regarding Post Retirement Benefit](#).

2.8.1.3 Non-Renewal (Probationary Contracts Only)

The term "non-renewal" means that the College has decided not to renew a faculty appointment at the conclusion of the stated probationary contract term (see Section 2.2.2 for the definition of probationary contract). Non-renewal is different from "lay-off" in Section 2.8.1.4 and "dismissal for cause" in Section 2.8.1.5.

Legitimate reasons for non-renewal of a probationary contract may include, but are not necessarily limited to, the following:

- a. cancellation of or change in a program as defined in Section 2.8.1.4.1;
- b. declining enrollment or enrollment emergency;
- c. overstaffing;
- d. incongruence between the interests of the faculty member and the goals of the College;
- e. unfavorable reviews of the faculty member's major appointment responsibilities.

2.8.1.3.1 Notice of Non-Renewal

Notice of non-renewal must be given in writing by the following dates:

- a. on or before February 1 of the first academic year of service if the initial appointment is not to be renewed;
- b. on or before December 15 of the second academic year of service if the appointment is not to be renewed; or
- c. at least twelve months from the time of official notice to reappoint the faculty member if the faculty member is in the third or more year of an academic probationary appointment.

If the faculty member wishes to know the reason(s) for non-renewal, the request should be made to the Dean of the College in writing.

2.8.1.4 Lay-Off

Lay-off is a temporary severance action by which the College interrupts the services of a ranked faculty member before the expiration of the member's current contract, without prejudice as to performance. Lay-off occurs because of a major institutional change or emergency and affects both tenured and probationary contract faculty. Reasons for lay-off are:

- a. major change in curricular requirements, academic program, or Schools, or
- b. enrollment emergency.

2.8.1.4.1 Changes in Curricular Requirements or Academic Programs

Lay-off of a ranked faculty member may occur as a result of a major change, including discontinuation of a curricular requirement, an academic program or School in whole or in part. Decisions involving layoffs as a result of such major changes shall be made by the Vice President and Dean of the College.

Faculty laid off under a program change will receive at least one year's notice from the time of a final decision and official notice to the faculty member to change or eliminate the program. The College will normally end such programs and the faculty member's relationship with the College at the end of an academic year. Faculty laid off under this section have the same rights as those under Enrollment Emergency as delineated in Section 2.8.1.4.2.

2.8.1.4.2 Enrollment Emergency

When a sudden decline in enrollment occurs, the President may declare, after consultation with appropriate Faculty groups, a state of enrollment emergency. In such a situation, the President and the Dean of the College, in conjunction with the Faculty Affairs Committee and other appropriate Faculty groups, shall develop a plan to resolve the state of emergency. Such an action will set up a plan and procedure which will follow the same procedures and policies under Lay-off in Section 2.8.1.4.3.

2.8.1.4.3 General Procedures Regarding Lay-Off

When enrollment emergency or major changes in the curricular requirements, academic programs, or Schools in whole or in part necessitate the lay-off of ranked faculty members, a serious institutional effort will be made to find employment either at Roanoke College or elsewhere.

If a faculty member is laid off for the reasons described in the previous two sections, no replacement for this position will be hired within a period of three years unless the laid off faculty member has been offered reappointment and has been given at least one month after written notice of the offer of reappointment within which to accept the reappointment.

It shall be the duty of the laid off faculty member to keep the College informed of a current address for purposes of this section, and notice sent to the address by the College shall be presumed received if sent by certified mail with return receipt requested.

2.8.1.4.3.1 Specific Procedures on Lay-Off

Lay-offs of specific faculty shall be determined by the School Deans concerned in consultation with Assistant Deans and the Vice President and Dean of the College. They shall safeguard the academic quality of the College by insuring that evaluation of the curriculum takes place.

The Vice President and Dean of the College shall make the recommendations for the determination of elimination of program(s) to the President.

2.8.1.4.3.2 Order of Lay-Offs

Once the academic program to be affected has been determined, the decision to lay-off a particular faculty member shall be according to the following procedures:

Prior to lay-off, the following voluntary programs should be investigated.

1. If a program must get by with one fewer person, it should consider retaining all faculty but on a reduced salary and workload. For example, if a program with five persons is to be reduced to four, all five could volunteer to go on four-fifths salary and workload, thus keeping everyone employed during the temporary crisis. While such a program is not very appealing, its voluntary nature must be emphasized;
2. The possibility of voluntary early or phased retirement should be investigated;
3. The possibility of pro rata part-time employment should be investigated;
4. Tenured faculty should be considered for non-teaching positions.
 - a. All administrative ranked faculty and term contract faculty should be eliminated within the program unless program integrity is considered a major factor.
 - b. With program integrity in mind, the non-tenured faculty should be laid off next.
 - c. If a tenured faculty member is to be laid off, the following order should be followed: lowest rank, lowest seniority in rank.

2.8.1.4.3.3 Appeals on Lay-Off

If the administration issues notice to lay off a particular faculty member because of reasons discussed in Sections 2.8.1.4.1 and 2.8.1.4.2, the faculty member will have the right to appeal. See Section 2.16 for grievance procedures.

2.8.1.5 Dismissal for Cause

Dismissal for cause is a severance action by which Roanoke College terminates its contract with a faculty member for just cause. Imposition of dismissal is not used to restrain faculty members in their exercise of academic freedom. Dismissal proceedings may be instituted on the basis of any of the following grounds:

- a. professional incompetence;
- b. continued neglect of or refusal to perform assigned academic duties;
- c. deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students;
- d. conviction of a felony or a misdemeanor that impairs academic effectiveness;
- e. failure to follow the canons and professional ethics of one's discipline;
- f. falsification of credentials or experience;
- g. sexual harassment or other forms of sexual misconduct (see sec. 2.9.7 and 2.9.8);
- h. establishment of a relationship with a student that exploits the trust and dependency of the student, or one that would impair the teacher's professional judgment (see sec. 2.9.3.1., 2nd paragraph);
- i. failure to follow standards of the institution with respect to the guidelines within this *Handbook* after oral and written warnings;
- j. failure to follow the obligations of the Academic Integrity system (see Section 3.4.2);
- k. violation of the Substance Abuse Policy (see sec. 4.4.1 of *Handbook*).

2.8.1.5.1 Dismissal Procedures

- a. Written notice to the faculty member from the Dean of the College that a recommendation for dismissal for cause shall be made to the President. This notice shall contain a written statement of the grounds upon which the recommendation is to be made and a summary of information supporting such grounds.
- b. A reasonable opportunity for the faculty member to meet with the Dean of the College to present a defense to the dismissal recommendation.
- c. Any dismissal for cause will be automatically reviewed by the Faculty Grievance Committee unless the faculty member stipulates in writing that such review is not wanted or if the dismissal is a Sanction stemming from the College's Sexual Misconduct and Title IX Policy. The Vice President of Academic Affairs should alert the FGC chair of the dismissal within five working days of the president accepting the motion of dismissal.

2.8.2 Action Short of Dismissal for Cause

The President may elect to impose a disciplinary action short of dismissal, such as suspension for a specified period of time without pay. Such an action may also be taken where it is determined by the President that there is a strong likelihood that the faculty member's continued presence at the College poses an immediate threat of harm to the College or to individual members of the College community.

2.8.3 Disciplinary Warning

Dismissal for cause shall in normal circumstances be preceded by a written admonition by the appropriate administrative officer (School Dean, Dean of the College, President of the College) describing the alleged problem and warning that the faculty member's contract is in jeopardy. The warning must always stipulate a period of time within which correction of the alleged problem is expected. If the faculty member fails to correct the negligence, dismissal procedures or a lesser sanction may be applied. Such actions are grievable through the procedures in Section 2.16.

2.8.4 Extended Medical Leave

Suspension of an appointment with tenure or a probationary contract for medical reasons will be based upon substantial medical evidence that a faculty member is or will be unable, despite reasonable accommodations, to perform the terms, conditions, and normal duties of the appointment due to medical conditions for an extended period of time.

The decision to suspend an appointment for medical reasons will be made only after there has been appropriate consultation and after the faculty member or their representative has been informed in writing of the basis of the proposed action and the reasons for it. If the faculty member or their representative so requests within thirty (30) calendar days of the notice of suspension, the situation will be reviewed by the Faculty Grievance Committee before final action is taken by the President. The College will in each case work within the disability program to ease the burden of any such medical suspension as far as is contractually possible.

2.9 Faculty Rights and Responsibilities

2.9.1 Faculty Responsibilities

2.9.1.1 General Statement

Membership in the academic profession carries with it responsibilities for the advancement of knowledge and the intellectual growth of students. Moreover, faculty at Roanoke College have a special obligation to understand the nature of this institution of higher learning and to appreciate its unique characteristics and its philosophy and objectives. They should strive to improve the intellectual and practical effectiveness of the College.

A faculty member's overall responsibilities generally include teaching and advising, which are paramount, and scholarship and service that support the academic purposes of the College.

As an educational institution, Roanoke College does not wish to impose a rigid body of codified rules upon the members of its Faculty. The College does, however, have certain legitimate expectations concerning the conduct of professional activities.

2.9.1.2 Adherence to College Regulations

Failure by a faculty member to observe the policies and procedures in Section 2.9.1 will be considered as failure to perform assigned duties.

2.9.1.3 Course Offerings and Content

All course offerings should be in accordance with the general requirements of Roanoke College and the needs of majors and the student body.

Faculty members are expected to conduct their classes at a level appropriate to the level of the assigned course. Each instructor is responsible for planning and presenting the assigned course material; establishing course intended learning outcomes and requirements and making them known to students; selecting and ordering texts and supplemental materials; preparing, administering, and grading papers and examinations; and assigning grades.

Student course evaluations will be administered each fall, spring, and intensive learning term using an online evaluation system. All regular courses will be evaluated except low enrollment courses (five or fewer students). Lab instructors have the option of choosing not to evaluate their lab sections. All instructors are expected to announce the availability of the evaluation system and to encourage student participation. Student course evaluations may also be administered for the summer terms; in this case, results need not be included under 2.6.4.1.1.3 for purposes of tenure and promotion, but may be included at the discretion of the faculty member.

2.9.1.4 Absence and Class-Related Duties

2.9.1.4.1

Absences from class should be cleared with the Assistant Dean. Faculty should also arrange for someone else to teach the class or make other arrangements for students to continue working during this absence.

2.9.1.4.2

In an emergency, an effort should be made to contact the Assistant Dean or Dean, program administrative assistant and the Registrar's Office.

2.9.1.4.3

Faculty should begin and conclude class on time.

2.9.1.5 Availability and Office Hours

Each faculty member should establish and make known regular and adequate office hours so distributed throughout the week as to provide reasonable access to the students. Additional office hours will normally be needed during registration advising and examination periods. A copy of the office hours schedule is to be turned in to the Dean of the College for their records.

2.9.1.6 Student Advising

Full-time faculty members have a responsibility to advise students as directed by their Dean or Assistant Dean. Declared majors are normally advised by full-time faculty.

2.9.1.7 Share in Governance

A faculty member shares responsibility for the governance of the College. This responsibility shall be exercised by regularly attending Faculty, program, and School meetings and by being available for service on Faculty bodies.

2.9.1.8 Academic Integrity

Each faculty member has an obligation to enforce and support the Academic Integrity System at Roanoke College.

2.9.2 Statement on Academic Freedom

Faculty are entitled to full freedom in research and in publication of the results, subject to the adequate performance of other academic duties; but research for pecuniary return shall be based upon an understanding with the authorities of the institution. Faculty are entitled to freedom in discussing the subject matter of the course.

The faculty member is a citizen, a member of a learned profession, and a professional member of an educational institution. Remembering that the public may judge the profession and the institution by the words and deeds of any member, the faculty member should always strive to be accurate and forthright, should exercise appropriate restraint, should respectfully allow for the opinions of others, and should take care to indicate whether the views expressed are those of the individual or the institution.

2.9.3 Code of Professional Ethics

Although no set of rules or professional code can either guarantee or take the place of the faculty's personal integrity, Roanoke College believes that the "Statement on Professional Ethics" promulgated by the American Association of University Professors in 1966 and revised in 1987 and 2009 may serve as a reminder of the variety of obligations assumed by all members of the academic profession. Roanoke College endorses the Association's "Statement" and includes it in its abbreviated form below (2.9.3.1).

2.9.3.1 AAUP Statement on Professional Ethics

1. "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 interests must never seriously hamper or compromise their freedom of inquiry.”

2. “As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.”
3. “As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.”
4. “As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.”
5. “As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.”

2.9.4 Equal Employment Opportunity and Non-Discrimination Policy

Roanoke College is an equal opportunity employer, and all faculty are expected to comply with Human Resource policies. Faculty will not discriminate in employment decisions (hiring, promotion, and all other employment opportunities) on the basis of protected classes as outlined in Section 4. All faculty are responsible for maintaining a work culture free of bias, retaliation, discrimination, sexual misconduct, and harassment as outlined in Section 4.

2.9.5 Civil Rights Complaints or Harassment

If faculty believe they have been the object of discrimination or harassment in any of the areas in 2.9.4.1, they should inform the Vice President and Dean of the College. Faculty Grievance Committee procedures for investigation and appeal will be followed. Complaints about sexual harassment and other forms of sexual misconduct are addressed through the Sexual Misconduct Policy (see 2.9.7 and 2.9.8).

2.9.6 Violations of Faculty Rights, Academic Freedom, and Professional Ethics

Disputes involving a charge that a faculty member's rights or academic freedom have been abrogated or that professional ethics have not been maintained are to be settled through the established Grievance Procedures (see Section 2.16).

2.9.6.1 Faculty Rights and Student Complaints

The AAUP Statement on Professional Ethics includes a statement of the obligations of faculty to students. Should students believe that they are not being treated by faculty members as the statement indicates, they may bring

complaints following the procedure outlined in the Policy for Student Complaints Involving Faculty Members (see 5.4)

Note that such concerns or complaints may include but are not limited to complaints about grades and evaluation procedures.

2.9.7 Bias, Harassment and Discrimination Policy

Roanoke College is committed to creating and maintaining a campus environment that fosters respect for others and is free from intolerance directed toward individuals or groups. It is within our mission to promote and develop an inclusive campus climate which seeks harmony and cross-cultural communication, encourages and embraces differences, recognizes values, and affirms all community members. Students, faculty, and staff all play a vital role in creating living and learning spaces that are free from bias, harassment, intimidation and hate and as such are expected to abide by this policy. If you have experienced or witnessed conduct counter to an inclusive community or in violation of this policy, please follow the process below.

Incidents of Bias

Bias is defined in this policy as prejudice in favor of or against one thing, person or group compared with another, usually in a way considered to be unfair. Any form of bias is in contradiction with Roanoke College's commitment to inclusive excellence. Bias may be explicit (conducted with intent) or implicit (outside the person's awareness and/or unintentional).

Roanoke College generally permits the free expression of ideas, even if they are unpopular, because this is vital in promoting learning in an educational setting. Freedom of speech can sometimes protect controversial ideas and sometimes even offensive and hurtful language. Roanoke College, however, will not tolerate speech that includes personal threats, discriminatory conduct or other acts of misconduct that violate Roanoke College's Equal Opportunity or Discrimination policies, the Student Code of Conduct, other College policies or relevant federal and state laws.

Bias Incident Defined

A bias incident is defined in this policy as any act that appears and/or is perceived by the targeted person(s) to be motivated by hostility toward one or more protected classes such as age, race, color, ethnicity, national origin, sex, gender identity, sexual orientation, religion, genetic information, disability, veteran status, marital status, pregnancy, childbirth and related medical conditions, including lactation, or any other class protected by law. This includes, but is not limited to, slurs, micro-aggressions, graffiti, written messages, or images that express bigotry, harassment, or intimidation toward others based on a protected class.

Hate Act

A hate act generally involves (1) violence, threat of violence, or actions that are likely to incite violence, or other serious violations of college policy that are (2) motivated by bias against a protected class, and (3) have the purpose or reasonably foreseeable effect of dehumanizing, or intimidating those persons or groups.

Hate Crimes

Hate crimes are defined and adjudicated by federal, state, and local governments. The U.S. Federal and Commonwealth of Virginia both have laws specifically addressing "hate crimes." Generally stated, hate crimes include crimes committed on the basis of the victim's perceived or actual race, color, religion, national origin, sexual orientation, gender, gender identity or disability. Roanoke College encourages persons who are victims of a hate crime to contact local police and to press charges if warranted. Once initiated, the legal process and the on-campus conduct processes function separately.

Please let us know if you have any questions or concerns about whether conduct may constitute a hate crime. We will help as best we can. But we also emphasize that Campus Safety and/or the law enforcement should be contacted for information about hate crimes.

Acts of Discrimination or Harassment

Incidents of bias may include discrimination and/or harassment. Discrimination generally occurs when an individual is treated adversely because of membership in one of the protected classes. Harassment is generally described as any conduct that creates an unwelcoming or hostile environment for these same groups. The College prohibits acts of Discrimination or Harassment by and against faculty, staff and students.

Sexual Harassment and Sexual Misconduct are addressed more fully in the College's Sexual Misconduct and Title IX Policy.

Retaliation

Roanoke College strictly prohibits retaliation by any faculty, staff or student against a person who makes a report of an alleged violation of this policy, assists someone with a report, or participates in any aspect of the investigation or resolution of a report. Retaliation includes threats, intimidation, or reprisals. For example, it would be retaliatory to intimidate a witness or to shun a person from a student organization in retribution for making complaints. It would also be retaliatory to use social media as a means to negatively influence the reporting party or witnesses. Acts of retaliation are subject to the standard disciplinary procedure set forth in the Code of Conduct, *Faculty Handbook*, or *Staff Handbook*.

Examples of Prohibited Conduct

Examples of prohibited conduct, which may be intentional or unintentional, include microaggressions; degrading, public tirades; deliberate humiliation on the basis of one of the protected classes; offensive comments or conduct such as inappropriate "jokes," hate words, comments about a person's appearance, deliberate desecration of religious articles or places; unwanted proselytizing; insults to an older person about loss of personal and professional competence; using a racial, ethnic, or other slur directly toward someone, to identify someone, or to target someone such as leaving a message on a door; imitating someone with any kind of disability; drawing or creating pictures that imitate, stereotype, or belittle/ridicule someone because of their association (real or perceived) with one of the protected classes; racist or derogatory graffiti or images/drawings or vandalizing the personal property of someone who is a member of one of the protected classes.

Reporting Process

To report an alleged incident, please refer to the bias reporting form found on the Dean of Student Bias Reporting page. Faculty and staff are to use the same form students use. This form may also be used for those who are a current member of the campus community, or not, such as alumni, volunteers, contractors, or other campus visitors ("Community"). Incidents may be reported anonymously. However, it may be more difficult to investigate and resolve anonymous complaints.

All reports are treated with privacy, discretion and in accordance with federal and campus guidelines. Any personal information obtained during the response process will be subject to disclosure only to the extent required by law, or as required for the college to respond appropriately and to evaluate overall trends in bias reporting. In instances where bias incidents or hate crimes require a campus-wide communication, any impacted individual or groups will be in communication with campus administrators to determine how to balance confidentiality with transparency.

What Happens Following a Report

Complaints will initially be evaluated by the Assistant Dean of Students, Assistant Vice President for Academic Operations, and the Associate Vice President for Human Resources. Campus Safety may also be contacted to support incident or hate crime investigation as needed.

The person making the complaint will be contacted promptly to gather more information about the incident, to determine whether immediate support, resources or interventions are needed, and to discuss process.

After discussion of the complaint, cases will be assigned to one of the following areas:

1. Complaints against students will be investigated and resolved within the Division of Student Affairs. When appropriate, complaints will be handled through formal processes utilizing the Student Code of Conduct. Other complaints may be more appropriately handled through a less formal process or mediation. Complaints against students brought by non-students may require collaboration with appropriate offices outside of Student Affairs.

2. Complaints against faculty will be investigated and resolved within the Division of Academic Affairs using the Policy for Student Complaints Involving Faculty Members, Section 5.4 of the *Faculty Handbook*. Complaints by staff or members of the community against a faculty member will be investigated and resolved according to the Prohibition of Unlawful Conduct, Discrimination, Harassment, and Retaliation policy, found in Section 4.3.4 of the *Faculty Handbook*, and any other applicable policies in the *Faculty Handbook*, depending on the nature of the alleged conduct.
3. Complaints against staff members by students, faculty, or the community will be investigated and resolved using the Prohibition of Improper Conduct, Bias, Discrimination, Harassment, and Retaliation policy found in Chapter 2 of the [Staff Handbook](#), and any other applicable policies in the *Staff Handbook*, depending on the nature of the alleged conduct.

After the initial review and assignment of the complaint to either the Assistant Dean of Students, Assistant Vice President for Academic Operations, or the Associate Vice President for Human Resources, the complaint coordinator will send an e-mail to their Divisional Leader and the Vice President for Community, Diversity, and Inclusion that will summarize the complaint and the planned path of investigation/resolution. If a hate crime is suspected, Campus Safety will take lead on the investigation and coordinate with local police as necessary. The Vice President for Community, Diversity, and Inclusion will work in tandem with Campus Safety, Marketing and Communications and other constituents to provide leadership in the event a college wide response is appropriate.

Complainants will be informed of final resolutions in the case, in accordance with the policy/procedure used to resolve the complaint and applicable law.

Outcomes

The outcome of a complaint may include one or more of the following:

1. Individual or Group Meetings with impacted parties: confidential meetings to gather more information and support impacted individuals or groups immediately after bias incidents and/or hate crimes.
2. Resource Referrals: identification of and referral to appropriate support services and resources (on- or off-campus).
3. Informal Resolution: strategies for informal mediation through restorative justice or dialogue approaches. All parties must agree to an informal resolution and the outcomes or the case will move to a formal resolution.
4. Formal Resolution: When informal resolution is not an option. May result in sanctions on the person(s) found responsible which may include re-education, community service, financial restitution, suspension, termination, expulsion, etc.
5. Prevention & Outreach: efforts toward campus awareness through marketing materials and training.
6. Reporting of incidents according to federal, state, and local guidelines.

Appeal Process

The person(s) subject to sanction or other resolution will receive a notification of the outcome after the determination is made. This notification will include information about where to direct an appeal. Appeals will be conducted in accordance with the processes outlined in the *Student Handbook*, *Faculty Handbook*, and *Staff Handbook*, as appropriate to the complaint.

Comprehensive Analysis of Bias Reports

As needed, and formally once per year the Bias Evaluation Team (BET) will meet to review all reported bias complaints. Reports will be redacted to protect confidentiality. This team will consist of:

- Vice President for Community, Diversity, and Inclusion and Chair of the BET
- Dean of Students
- Assistant Dean of Students
- Associate Vice President for Academic Operations

- Associate Vice President for Human Resources
- Director of Campus Safety
- A member of the Diversity and Inclusion Steering Committee (DISC)
- Two students selected by the BET Chair to serve one-year terms

The BET will assess and evaluate trends in bias across campus and recommend actions. The Chair of BET will bring the recommendations of the committee to Cabinet for further evaluation, and assignment of action items to appropriate areas across campus as needed.

2.9.8 Policy Statement on Sexual Misconduct

Roanoke College is committed to providing its entire community - students, faculty, and staff - with a learning/work environment free from all forms of Sexual Misconduct, which is a form of sexual discrimination. As a result, all types of Sexual Misconduct are unacceptable and will not be tolerated. The College's Sexual Misconduct & Title IX Policy and Procedures applies to complaints by and against a staff member as well as students, and faculty which are covered by Title IX. When a violation of Title IX or another form of prohibited Sexual Misconduct is found to have occurred it shall be grounds for disciplinary action. All faculty and staff members are expected to be familiar and comply with the College's Sexual Misconduct & Title IX Policy and Procedures.

Every faculty member (except those "Strictly Confidential Employees" under the Sexual Misconduct & Title IX Policy) who become aware of a situation involving sexual misconduct or a potential violation of this policy are required to report all known details of this behavior immediately to the Title IX Coordinator or the designated Deputy Title IX Coordinator.

In this regard, not all forms of Sexual Misconduct prohibited by the College are covered by Title IX. In those cases where the College determines that Title IX does not apply to the alleged Sexual Misconduct, and the Title IX Complaint is dismissed, then the policies and procedures of this *Handbook* shall apply to the alleged acts of Sexual Misconduct and if it is determined that the College's policies had been violated, then appropriate correction and/or disciplinary action will be taken.

Any faculty member who in good faith reports an incident of Sexual Misconduct or a potential violation of Title IX or this policy and anyone who participates or in any way cooperates with an investigation shall be protected from acts of retaliation.

Anyone who becomes aware of any form of retaliatory conduct shall report this information immediately to the Associate Vice President for Human Resources. Retaliation of any kind will not be tolerated. Disciplinary action, up to and including immediate termination from employment will be taken against any employee found to have engaged in retaliatory conduct.

If you or someone you know has been the victim of sexual assault, or is in need of emergency assistance, contact Campus Safety at extension 2310. If calling from off campus, call (540) 375-2310.

2.9.9 Conflict of Interest

- A. Statement of Purpose: This Conflict of Interest Policy (the "Policy") is intended to protect the interests of Roanoke College (the "College") by avoiding actual and possible conflicts between the personal interests of its Professional Employees and the College, and provide procedures for addressing conflicts of interest when they occur.

The College's Professional Employees should act at all times in the best interests and well-being of the College, and should not profit or gain any advantage from activity that may or reasonably appears to be a conflict with the well-being of the College.

Professional Employees may engage in external professional and community activities, provided that they do not create or cause the appearance of a conflict of interest. Other activities involving Professional Employees

that create an actual or possible conflict of interest with the College may not necessarily be detrimental to the College, as long as they are disclosed, understood and approved by the College.

This Policy supplements but does not replace any applicable state or federal laws governing conflicts of interest applicable to charitable organizations.

B. Definitions: The following definitions apply to the terms used in this Policy:

1. “Professional Employees” include the president, treasurer, secretary, deans (including assistant vice presidents, associate and assistant deans), officers, faculty members, secretary to the Board of Trustees, athletic director, financial aid officers, financial controllers and administrative staff.
2. “Family Member” includes any person who is a spouse, child, grandchild, great-grandchild, sibling, blood relative, or any of their spouses of a Professional Employee.
3. “Associate” means any person, entity, organization or enterprise of which a Professional Employee or Family Member is a director, officer, employee, member, partner, or trustee, or in which the Professional Employee or Family Member has a significant financial or other interest that enables the Professional Employee or Family Member to exercise control over and/or significantly influence such person, entity, organization or enterprise.
4. A “Conflict of Interest” arises when the interests, activities, or relationships of a Professional Employee, Family Member or Associate are inconsistent with the interests of the College in the reasonable opinion of the Professional Employee’s direct supervisor (“Supervisor”).

A Conflict of Interest may exist:

- i. When a Professional Employee, through a Family Member or Associate, has an interest in a supplier or contractor who or which provides goods or services to the College, and the Professional Employee acts on behalf of the College in any transaction involving that interest or benefits financially as a result of the interest.
- ii. When a Professional Employee, Family Member or Associate uses College personnel, facilities, equipment or services for personal gain or profit without full disclosure, reimbursement of cost, payment of a rental fee, or similar consideration.
- iii. When a Professional Employee, Family Member or Associate divulges privileged, confidential, or proprietary information of the College for purposes of personal gain or for purposes unrelated to the College.
- iv. When a Professional Employee, Family Member or Associate uses the name of the College for personal gain or acts in a way that creates or could reasonably create the impression of speaking on behalf of the College, unless authorized by the College as a part of their position.
- v. When a Professional Employee, Family Member or Associate uses the name, seal and/or logo of the College or its programs for unauthorized purposes, or without prior written approval of the College.

These are not intended to list all possible situations in which a conflict of interest may exist, but are provided as examples only.

C. Duty to Disclose: A Professional Employee must fully disclose, in writing, the existence of the circumstances and all material facts giving rise to an actual or possible Conflict of Interest to a Supervisor at the earliest practical time.

D. Procedures for Determining Whether a Conflict of Interest Exists:

1. After disclosure to the Professional Employee's Supervisor and after discussion with the Professional Employee, the Supervisor will determine in the Supervisor's sole discretion whether a Conflict of Interest exists. The Professional Employee shall not participate in the discussions or decision regarding the Supervisor's determination, except to answer questions or where such continued participation is approved by the Supervisor.
2. If the Supervisor is unable to determine whether a Conflict of Interest exists, the Professional Employee may file a written request with the president of the College (the "President") requesting a review of the question and explaining in detail the nature of the proposed interest, activity or relationship and why, in the Professional Employee's opinion, there is no actual or possible Conflict of Interest. The Professional Employee will provide the Supervisor with a copy of the request promptly after it is filed with the President in a timely manner after receipt thereof. The President will review the information submitted and either: (a) affirm or overturn the Supervisor's decision, or (b) meet with the Professional Employee and/or the direct Supervisor to gather additional information, after which the President will affirm or overturn the Supervisor's opinion. The President will affirm the Supervisor's decision if it is not arbitrary and capricious and not contrary to the best interests of the College. The decision of the President is final. For those Professional Employees reporting directly to the President, the President will act as the Supervisor and the Executive Committee of the Board of Trustees (the "Executive Committee") will have the final authority to determine whether to affirm or overturn the decision of the President's decision unless arbitrary and capricious and not contrary to the best interests of the College. The decision of the Executive Committee will be final.
3. If it is determined that an actual or potential Conflict of Interest exists, and the nature of the conflict is known, understood and agreed to by the Professional Employee's Supervisor, the President or the Executive Committee, as applicable, no further action will be required if the following conditions are met:
 - i. the commitment of time to these activities does not interfere with the Professional Employee's duties;
 - ii. no proprietary or confidential information of the College is involved or disclosed; and
 - iii. the Professional Employee, Family Member or Associate does not benefit, financially or otherwise, from the matters related to the activities giving rise to the Conflict of Interest.

If these conditions are not met, then the President may take any action that the President solely deems reasonable and necessary.

- E. Compensation: A voting member of any committee of the College, the jurisdiction of which includes compensation matters, and who receives compensation, directly or indirectly, from the College for services is precluded from voting on matters pertaining to that member's compensation. No voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the College, either individually or collectively, is prohibited from providing information to any committee regarding compensation.
- F. Annual Statements: Each year, a Professional Employee will sign a statement affirming that the Professional Employee:
 1. has received a copy of the Policy;
 2. has read and understands the Policy;
 3. has agreed to comply with the Policy; and
 4. understands that in order to maintain the College's federal tax exemption it must engage primarily in charitable activities which accomplish one or more of its tax-exempt purposes.

All Professional Employees must submit a completed disclosure statement by July 1 of each year or upon employment. Each Professional Employee has a continuing duty to update and submit the disclosure statement to a direct supervisor when a real, apparent or potential Conflict of Interest arises at any time throughout the year. (Adopted by the Board of Trustees 2/6/09)

2.10 Faculty Development

2.10.1 Programs Administered by the Faculty Development Committee

The Faculty Development Committee is a committee of the College faculty charged with the responsibility of supporting and encouraging faculty in their development and productivity in the areas of teaching, professional life, and service.

FDC has approximately 12 TCUs to distribute across all grants-in-time per year with up to three of those allocated for new faculty scholars. Distribution of remaining grants-in-time is the purview of FDC in its advisory role to the Vice President for Academic Affairs, depending on the number and quality of applications each year. These TCUs do not include sabbaticals.

FDC administers a wide range of programs including the following categories:

1. Sabbatical Leaves (year-long and semester-long);
2. Teaching Grants-in-Time (semester-long and summer);
3. Teaching Monetary Grants;
4. Professional Life Grants-in-Time (multi-year, year-long, semester-long, and summer);
5. Professional Life Monetary Grants;
6. Service Grants-in-Time;
7. Service Monetary Grants;

Each of these programs is designed to support the faculty member either in teaching endeavors or in the production of scholarly works, or a combination of the two. The work(s) produced may be course or teaching related, works of art or productions, or research manuscripts in the faculty member's field of interest. In each case, the focus of the project should be the presentation of the work to the general public in the form of a textbook, presentation, exhibition, or manuscript.

Faculty should submit their application through the approved online submission program. For additional information concerning guidelines for proposals, contact either the chair of FDC or the Director of Academic Grants.

2.10.1.1 General Information

Each of these programs is designed to support the faculty member in teaching endeavors, in the production of creative and scholarly works, in service endeavors that contribute to the life of the College, or a combination of these. In each case, the focus of the project should be the creation of new knowledge, connections, or products that persists beyond the time spent on the project, such as teaching materials used across multiple semesters, the presentation of the work to the general public in the form of a textbook, presentation, exhibition, event, manuscript, or in the case of a service grant, lasting impact on students, faculty, or the College.

2.10.1.2 Criteria for Selection

All grants-in-time, including sabbatical leaves, use the following criteria for selection:

1. Recommendation of the Faculty Development Committee and the Vice President for Academic Affairs;
2. History of high-quality teaching;
3. Evidence of professional activity;
4. A willingness and demonstrated ability to serve effectively at the program, School, and/or college-level.

2.10.1.3 Application Process

Faculty should submit their application through the current electronic submission process. Guidelines for proposals are available on the College's Internal Grants website. For additional information concerning guidelines for proposals, contact either the chair of FDC or the Director of Academic Grants and Foundations.

2.10.1.4 Final Reports

Faculty who have been awarded a grant-in-time or monetary grant should submit a written report and assessment of completed work to the chair of the Faculty Development Committee and the Vice President for Academic Affairs. This report should be submitted within the first six weeks of the semester following the completion of the grant period. Sabbatical leaves have distinct requirements for final reports. The final reports for grants for which a budget was submitted should include an accounting of how funds were used relative to the proposed budget.

2.10.1.5 List of Programs

2.10.1.5.1 Sabbatical Leave

- a. Purpose and Obligations: Grantees are expected to pursue a full-time study program which would involve professional life, teaching-related, or service activities that advance current projects or explore new pedagogies, new scholarship, new creative activities, and/or innovative programs; they may accept grants, fellowships or consultant's fees for work associated with this program, but may not accept paid teaching assignments. The sabbatical leave is to be used for the professional advancement of the grantee and is not to be used as leave with pay. Those awarded sabbatical are expected to return full-time to Roanoke College for at least an amount of time equal to the length of the sabbatical leave, except in unusual extenuating circumstances. Exceptions must be approved by the Vice President for Academic Affairs and Human Resources.
- b. Salary: This program provides full pay for one semester or half pay for two semesters. The amount is based on the salary for the academic year in which the sabbatical is taken. Salaries are paid on a monthly basis.
- c. Application: Because the deadline for many grants, fellowships, and other sources of external support is 12 or 14 months prior to the academic year in which the sabbatical occurs, applications should be submitted on or before *February 15* of the calendar year prior to the academic year in which the leave occurs, for example, in the Spring of 2026 for a sabbatical during the 2027-2028 academic year.

Applications for sabbaticals should be submitted to the chair of the Faculty Development Committee and must follow the guidelines for grant proposals. The applicant's School Dean or Assistant Dean must provide a clear statement of the alternative coverage of academic responsibilities and the cost of that coverage with the sabbatical application. The Faculty Development Committee will review applications in time to notify applicants on or before March 15. Late applications are considered only if sabbatical funds remain uncommitted.

- d. Eligibility and Selection: Sabbatical leave may be granted to those full-time, tenured faculty who have accrued a period of six or more years of full-time service at the College. (For example, application should be made in February of a candidate's fifth year for a sabbatical occurring in the seventh year.) The faculty member granted sabbatical leave may not receive another sabbatical leave until having accrued an additional six or more years of full-time service at the College after the year in which the original sabbatical leave was awarded. (The application for the additional sabbatical may be made in February of the candidate's fifth year of additional service). After recommendation from the Faculty Development Committee and the Vice President for Academic Affairs, final approval is the responsibility of the President of the College after consultation with the College Life Committee of the Board of Trustees. Criteria for selection are:
 - 1. Submission of an acceptable program of formal study, research, creative works, new pedagogies, innovative program development, or substantial service to the College for the period for which the sabbatical is requested;
 - 2. History of high-quality teaching;
 - 3. Evidence of professional activity;
 - 4. A demonstrated professional attitude and dedication to the mission, vision, and values of the College;
 - 5. Recommendation of the Faculty Development Committee and the Vice President for Academic Affairs.

- e. Final Report: Faculty who have been granted a sabbatical should submit a written report and assessment of the period to the chair of the Faculty Development Committee and the Vice President for Academic Affairs. This report should be submitted within the first six weeks of the regular semester following the completion of the sabbatical. It is also expected that returning faculty will share the results of their research/writing with faculty colleagues.

2.10.1.5.2 Teaching Grants-in-Time

Curriculum development and faculty enrichment activities are encouraged of all faculty and regularly occur as part of our jobs. These grants are meant to support faculty in such activities that go above and beyond our standard job, such as:

- creating or overhauling a course
- gaining expertise in a new area to expand or bolster an academic program
- acquiring and learning new classroom technology
- developing project or community-based learning opportunities
- establishing new community partner relationships
- developing new internship opportunities
- developing and team-teaching an interdisciplinary course
- producing new materials that are expected to be used for multiple semesters

Grants involving course reassignments or service reductions for the following academic year are due in the fall to allow for advanced planning. Grants involving summer work, which includes a stipend, have two due dates—one in the fall and one in the spring.

2.10.1.5.2.1 Curriculum Development Semester

- a. Purpose and Obligation: The Curriculum Development Semester is designed to encourage and to assist a faculty member in faculty development without a complete cessation of teaching. It is comparable to a Faculty Research Semester, except that reassigned time is spent on course development rather than on a research project. Grantees are expected to devote an amount of time to the course development at least equivalent to the reassigned time.
- b. Award: Faculty who are granted a Curriculum Development semester receive a one-course reassignment
- c. Eligibility and Application: Applications should be submitted on or before *October 1* for the following academic year. The applicant's School Dean or Assistant Dean must provide a statement of the alternative coverage of academic responsibilities and the cost of that coverage with the grant application. Academic Affairs will notify the faculty member within four weeks whether or not the application has been approved.

2.10.1.5.2.2 Teaching-Related Summer Award

- a. Purpose and Obligations: Faculty may seek a stipend to support either curriculum development or in-depth study over the summer. Curriculum development involves work on projects relating directly to teaching, which may be directed toward new course development, significant changes in existing courses, or production of new materials for an existing course. A summer study project must involve in-depth study of a teaching-related field over at least a five-week period. Grantees may accept additional grants awarded by the College or from external sources to cover research expenses but may not accept paid teaching assignments during the five-week period.
- b. Award: Stipends for this program equal to payment offered for a one-unit summer session course with an enrollment of 10 students and are paid in equal installments in May and June.
- c. Application: Applications should be submitted on or before the Monday after Fall Break for grants for the following summer or by February 1 for a second round of applications for the following summer. The Faculty Development Committee will review applications in time to notify applicants within a month after the deadline.

For the development of an Intensive Learning Course, members of the faculty are encouraged to apply to Academic Affairs for funding before applying to the FDC.

- d. Eligibility: All full-time members of the teaching faculty of the College are eligible to apply.

2.10.1.5.3 Teaching Monetary Grants

Course materials or expenses related to enrichment of teaching can be supported by FDC when benefits are evident for many programs or sufficient funds are not available from a faculty member's program budget. Applications should be made in the semester or academic year prior to when the funds will be used.

2.10.1.5.3.1 Pedagogical Enrichment Grant

- a. Purpose and Obligations: Pedagogical Enrichment Grants are grants awarded to faculty members for expenses incurred due to travel and/or registration fees towards the enrichment of the faculty member's teaching activities for which sufficient funds are not available from within the faculty member's program. Expenses may include travel to workshops, symposia, conferences, or internships that will enhance the member's teaching activities.
- b. Award: The maximum amount of such a grant is \$600.
- c. Application: Applications should be submitted on or before the Monday after Fall Break for the round of review or February 1 for a second round of reviews. The Faculty Development Committee will review applications in time to notify applications within a month after the deadline.
- d. Eligibility: All full-time members of the teaching faculty of the College are eligible to apply.

2.10.1.5.3.2 Pedagogical Expenses Grant

- a. Purpose and Obligations: Pedagogical Expenses Grants are to be used for cost coverage of expenses for curriculum development, such as multiple books, new technology, or licensure fees, as well as purchase of materials to fund the acquisition of specialized, permanent teaching materials for new courses or significant upgrades of existing courses.

Applicants must demonstrate that any expenses or materials are essential to a course's instruction and that the proposed new or revised course represents a significant and necessary contribution to the College's curriculum. Applications must be accompanied by an endorsement from the School Dean or Assistant Dean (or the AVP for Curriculum, Advising, and Assessment, in the case of INQ courses) which specifically indicates that the materials represent too much of a burden on the program's budget. Programs must make a good faith effort to defray a portion of the costs of the new materials.

- b. Award: The maximum amount of such a grant is \$2000.
- c. Application: Applications should be submitted on or before the Monday after Fall Break for the first round of reviews or by February 1 for a second round of reviews. The Faculty Development Committee will review applications in time to notify applicants within a month after the deadline.
- d. Eligibility: All full-time members of the teaching faculty of the College are eligible to apply.

2.10.1.5.4 Professional Life Grants-in-Time

Scholarly activity, research, and/or artistic work are required of all tenure-track faculty. The grants are meant to provide faculty with additional time during the academic year or additional financial support over the summer to aid in the development or maintenance of a program of professional life activity or productivity. Professional life grants-in-time during the academic year are designed to encourage and assist the faculty member in professional life pursuits without a complete cessation of teaching. Professional life grants-in-time during the summer are

designed to provide faculty with financial support to engage in necessary professional-life-related travel and/or workshops outside of the contract year.

Grants involving course reassignments or service reductions for the following academic year are due in the fall to allow for advanced planning. Grants involving summer travel have two due dates—the fall date is prioritized for allocating a budget, while the spring date is for additional considerations if funds remain available.

2.10.1.5.4.1 Professional Life Summer Award

- a. Purpose and Obligations: The summer professional life project must involve research or professional writing over at least a five-week period. Grantees may accept additional grants awarded by the College or from external sources to cover research expenses, but may not accept paid teaching assignments during the five-week period.
- b. Award: Stipends for this program are equal to payment offered for a one-unit summer session course with an enrollment of 10 students and are paid in equal installments in May and June.
- c. Application: Applications should be submitted on or before the first Monday after Fall Break for funds for the following summer or by February 1 for a second round of applications for the following summer. The Faculty Development Committee will review applications in time to notify applicants within a month after the deadline. Late applications are considered only if funds remain uncommitted. It is anticipated that a minimum of four or five summer research awards will be budgeted each year.
- d. Eligibility and Selection: All full-time members of the teaching faculty of the College are eligible.

2.10.1.5.4.2 Faculty Research Semester and Faculty Research Year

- a. Purpose and Obligations: The Faculty Research Semester and Faculty Research Year are programs designed to encourage and assist the faculty member in research and creative pursuits without a complete cessation in teaching. It is designed as an alternative to leave of absence and to the sabbatical leave programs, not as a substitute for them. Grantees are expected to devote an amount of time to the research project at least equivalent to the reassigned time. With proper justification, faculty may request to receive this grant for two contiguous semesters, i.e., a Faculty Research Year.
- b. Award: Faculty are granted either of the following options:
 - Release from all committee and additional student advising assignments and release from all program-level and School-level assignments except teaching;
 - A reduction of the teaching load of up to one course unit per semester
- c. Application: Applications should be submitted on or before the first Monday after Fall Break to be effective during the following academic year. The applicant's School Dean or Assistant Dean must provide a statement of the alternative coverage of teaching, advising, and service responsibilities and the cost of that coverage with the grant application. The Faculty Affairs Committee must be notified regarding committee assignments. The Faculty Development Committee will review applications in time to notify applicants within a month after the deadline.
- d. Eligibility and Selection: The Faculty Research Semester and Research Year are open to full-time members of the teaching faculty who have served at least one year of full-time service at the College. An applicant who is recommended and approved for the program will not be eligible again for three years. Participation in this program has no impact on eligibility for sabbatical considerations.

2.10.1.5.4.3 Faculty Scholar Program

- a. Purpose: The purpose is to enable the faculty member to develop or maintain a program of scholarly activity over a three-year period.
- b. Award: The usual teaching load is reduced by one course per year for three years. Funding at a minimum of \$500 per year will be available for research-related expenses, including travel.
- c. Application: The applicant's School Dean or Assistant Dean must provide a statement of the alternative coverage of academic responsibilities and the cost of that coverage with the grant application. Applications should be submitted to the Faculty Development Committee by October 1 for the next academic year. It is anticipated that there will be three new Faculty Scholars designated each year, for a maximum of nine Faculty Scholars within the College at a time.
- d. Eligibility: All full-time tenure-track faculty members are eligible. Scholars remain eligible for all other types of support described in this *Handbook*.

2.10.1.5.5 Professional Life Monetary Grants

Research materials or expenses related to professional life activities can be supported by FDC at any point during a faculty member's career. FDC strongly encourages the use of such grants as seed money to later apply for external funding. Applications should be made in the semester or academic year prior to when the funds will be used.

2.10.1.5.5.1 Faculty Research Grants / Starter Grants

- a. Purpose and Obligations: Faculty Research Grants are designed to encourage and support faculty, with special emphasis on efforts leading to professional publications, presentations, and performances. Grants are awarded to cover research-related expenses such as travel to libraries, supplies and equipment, and student help. Starter Grants are a special category of the Faculty Research Grant. These grants are designed to assist beginning faculty (in the first three years at Roanoke College) in initiating a research program. All other procedures and responsibilities of Faculty Research Grants are the same.
- b. Award: The Faculty Research Grant covers research-related expenses. There is not a specified minimum or maximum allowance; in recent years, the range has been \$200 to \$2000.
- c. Application: There are two application periods. Applications should be submitted on or before the first Monday after Fall Break for money to be spent between *January 1* and *June 30* of the following calendar year. Applications should be submitted on or before *February 1* for money to be spent between *May 1* and *December 31* of the same calendar year. February applications must specify the amount of money to be spent prior to *July 1* and the amount of money to be spent *July 1* or after. The overlap in funding terms eases problems created by the change of the College's fiscal year in the middle of each summer. Applications should be submitted to the chair of the Faculty Development Committee and must follow the guidelines for grant proposals. The Faculty Development Committee will review applications in time to notify applicants on or before *November 15* in the fall application period and on or before *March 1* in the spring application period. Late applications are considered only if funds remain uncommitted. The number of faculty grants awarded in a given year will vary depending on the size of grants given.
- d. Eligibility and Selection: All full-time members of the teaching faculty of Roanoke College are eligible for Faculty Research Grants. After recommendation from the Faculty Development Committee, final approval is the responsibility of the Dean of the College. Criteria for selection are the same as for sabbatical leaves.

2.10.1.5.6 Service Grants-in-Time

Regularly occurring and necessary program, School, and college-wide service is expected of all faculty to support the life of the College. These grants are meant to support faculty in work on innovative, highly impactful, and/or irregularly occurring service projects that support students, faculty, or the College.

Grants involving course releases or service reductions for the following academic year are due in the Fall to allow for advance planning.

2.10.1.5.6.1 Faculty Service Semester

- a. Purpose and Obligations: The Faculty Service Semester is a program designed to encourage and assist the faculty member in completing a service activity for the college that requires a substantial amount of time. It is designed as an alternative to the leave of absence and to the sabbatical leave programs, not as a substitute for them. Grantees are expected to devote an amount of time to the service project at least equivalent to the reassigned time. With proper justification, faculty may request to receive this grant for two subsequent semesters, i.e. a Faculty Service Year.
- b. Award: Faculty are granted either of the following options:
 - Release from all committee and additional student advising assignments and release from all program-level and School-level assignments except teaching;
 - A reduction of the teaching load of up to one course unit per semester
- c. Application: Applications should be submitted on or before the Monday after Fall Break to be effective during the following academic year. The Faculty Development Committee will review applications in time to notify applicants within a month after the deadline. The applicant's School Dean or Assistant Dean must provide a statement of alternative coverage of teaching, advising, and service responsibilities and the cost of that coverage with the grant application. The Faculty Affairs Committee must be notified regarding committee assignments.
- d. Eligibility and Selection: The Faculty Service Semester program is open to any full-time member of the teaching faculty who has at least one year of full-time service at the College. Participation in the Faculty Service Semester has no impact on eligibility for sabbatical considerations.

2.10.1.5.7 Service Monetary Grants

Materials or expenses related to service activities can be supported by FDC when there is not another program on campus that already has a budget for such activities. FDC strongly encourages the use of such grants as seed money to later seek support by external funding. Applications should be made in the semester or academic year prior to when the funds will be used.

2.10.1.5.7.1 Clusters and Task Forces

- a. Purpose and Obligations: Clusters are small groups of faculty members working on a topic related to their teaching and/or faculty development. These have included such diverse topics as Learning and Motivation, Traditions, Professional Assessment and Development, Faculty Morale, and Resource Exchange (which organized and hosted a conference on "Teaching/Learning About Women"). Task forces are also small groups of faculty working on faculty development in an area of immediate or short-term interest. Application deadline is *October 1*.
- b. Award: The grant covers expenses related to running the cluster or task force. There is not a specified minimum or maximum allowance; in recent years, the range has been \$500 to \$2000.
- c. Application: There are two application periods. Applications should be submitted on or before the first Monday after Fall Break for money to be spent between January 1 and June 30 of the following calendar year. Applications should be submitted on or before February 1 for money to be spent between May 1 and December 31 of the same calendar year. February applications must specify the amount of money to be spent prior to July 1 and the amount of money to be spent July 1 or after. The overlap in funding terms eases problems created by the change of the College's fiscal year in the middle of each summer.
- d. Eligibility and Selection: All full-time members of the teaching faculty are eligible to apply.

2.10.1.5.7.2 Service Expenses Grant

- a. Purpose and Obligations: Service Expenses Grants are to be used for cost coverage of expenses for carrying out service to the College or for materials used for an event, such as honorariums for guest speakers, advertising materials, or event materials. Applicants must demonstrate, with a letter from their School Dean or Assistant Dean, that any expenses or materials cannot be covered by other existing funds on campus. Applications for events to be repeated on a regular schedule must be accompanied by an indication of how funding will be handled in the future.
- b. Award: The maximum amount of such a grant is \$1500.
- c. Application: Applications should be submitted on or before the first Monday after Fall Break for the first round of reviews or February 1 for a second round of reviews.
- d. Eligibility and Selection: All full-time members of the teaching faculty of the College are eligible to apply. It is possible for faculty to receive a Service Grant-in-Time and a Service Expenses Grant for the same service activity.

2.10.1.5.7.3 Workshops

Faculty development workshops are sponsored periodically. Most of these are held on campus and deal with the development of specific skills, such as the use of a software package. Since they are considered as part of a faculty member's normal professional development, no stipends are paid to participants. However, participants are usually reimbursed for expenses such as travel and meals.

In exceptional cases, stipends may be provided. Such cases include workshops which

- a. directly benefit the College as well as the individual faculty member,
- b. retrain faculty so that they can implement College-wide goals for the curriculum, and
- c. require preparation and/or activities outside the workshop itself. In such cases, the amount of the stipend will be determined by the availability of funds from the College and external sources.

2.10.2 Programs Administered by the Vice President for Academic Affairs

These grant applications are to be submitted to Academic Affairs as described below.

2.10.2.1 Faculty Productivity Fund

- a. Purpose and Obligations: The Faculty Productivity Fund is designed to support activities that assist the faculty member in advancing professionally. These grants provide funds for faculty members traveling to give papers or performances, chair sessions, serve on panels, etc., and to pay publishing page costs, manuscript preparation costs, and exhibition costs.
- b. Award: The Faculty Productivity Fund provides a means to supplement program funds for faculty engaging in professional scholarship activities. An individual may receive a maximum of \$1,500 in a given fiscal year, subject to fund availability. The faculty member's program or School must contribute a minimum of \$500 prior to FPF funds being granted.
- c. Application to Academic Affairs: Applications will be reviewed following each deadline. No applications are permitted closer than 60 days prior to expected travel. Deadline for Fall travel or publishing (Sept – Dec): July 25
 - Deadline for Spring travel or publishing (Jan – Apr): November 15
 - Deadline for Summer travel or publishing (May – Aug): March 25

Application forms are available on [Form Finder. Application for a Faculty](#) Productivity Fund grant should be submitted to the Vice President for Academic Affairs, who has final approval of grant requests.

The Vice President for Academic Affairs will review all applications immediately after each deadline, so that applicants will be notified about the level of support allocated within two weeks of the deadline.

- d. Eligibility and Selection: All full-time members of the teaching faculty at Roanoke College are eligible for a Faculty Productivity Fund Grant. Priorities for grants are follows:
 - 1. publications/performance/exhibitions,
 - 2. paper presentations,
 - 3. panel membership,
 - 4. chair of a session (if this role is more than introductions and timekeeping), and
 - 5. scope of conference or publication:
 - a. international,
 - b. national,
 - c. regional,
 - d. state.
- e. Notification and Reimbursement: Faculty who have been awarded a Faculty Productivity Fund Grant should send notification to Academic Affairs following the activity, for inclusion in newsletter communications. Reimbursement forms must be completed with the Business Office immediately following the activity.

2.10.2.2 New Faculty Orientation

All new full-time faculty members participate in a year-long orientation program designed to introduce them to the College and to support their transition. The program includes two days in August before classes start and a series of meetings held during the academic year. The Assistant Vice President for Academic Operations and the Assistant Vice President for Curriculum, Advising, and Assessment coordinate this program.

2.10.2.3 Faculty Development Workshops

A wide range of faculty development workshops are held on campus each year. Faculty members are encouraged to participate in order to enhance their teaching and to provide opportunities for discussion of teaching-related issues. Participation in workshops is considered a part of a faculty member's normal professional development and may be used as evidence in regular reviews and promotion documents. Consequently, stipends are not normally paid. On occasion, stipends may be offered when workshops are designed to promote college initiatives, retrain faculty implementing a new curriculum, or when the workshop requires extensive outside work by the faculty participants. Workshops may be offered by many offices on campus but are generally coordinated through the Teaching Collaborative or Academic Affairs.

2.11 Faculty Workload

The duties and activities that contribute to the load experienced by a teacher-scholar-citizen are recognized as being many and varied. Teaching and advising are the foremost responsibility for Roanoke faculty members, and teaching related activities are expected to represent the largest investment of faculty time and effort. Maintaining competence as a scholar and campus citizen requires, however, a share of the work week and individual workloads should assure that the faculty member can claim this share while keeping teaching primary. Moreover, beyond work, it is important to affirm the need to protect enough hours during the week to allow for personal and family time.

Each full-time faculty member:

- 1. has a 6-6-7 course teaching load over a three-year period. In accordance with the motion passed by the Faculty on April 4, 2024, the faculty agree to a teaching assignment of 8 course equivalents for the 24-25, 25-26, and 26-27 academic year, some of which may be designated for academic advising, experiential learning, or

administrative work or other service. The agreement will be revisited by the Faculty Affairs Committee and the AVP for Academic Operations no later than the 26-27 academic year, and *Handbook* language will be updated;

2. engages in curricular and pedagogical development; and
3. participates in both professional development and professional service.

In accordance with the February 2024 Board of Trustees resolution authorizing this change in teaching load, the administration, Faculty, and Trustees will review financial criteria to ensure that the allocation of faculty work aligns with the College's mission, vision, goals, and fiscal health. The criteria established in February 2024 by the Board of Trustees, which may be jointly revised as needed by the Board, administration, and faculty, are:

1. Composite Financial Index (as calculated by Brown Edwards) – Rolling three-year average above 6.
2. Bond Rating – Maintain an S&P (or equivalent Moody's) BBB+ stable rating or better.
3. Three consecutive years of revenue growth as measured on a per-FTE basis with expenses per FTE below revenue, resulting in balanced unrestricted operating margins each year.
4. Three consecutive years of market-level wage increases and a retirement contribution of at least 6%.
5. Three consecutive years of adequate operating cash flow to fund a facility reinvestment ratio of at least .75 (ratio of capital expenditures divided by depreciation).

The Resource Planning Council, the Workload Task Force, and AVP for Academic Operations will jointly report to the Faculty late fall/early spring each year as to how the financial and workload situations stand, particularly as they relate to the above benchmarks.

2.11.1 Teaching

Furthermore, it is expected that one of the course equivalents every third year for tenure-track faculty will continue to be in the May Term. Some faculty may wish to teach in the May Term more often and some may prefer less often; such flexibility is permissible, but in order to guarantee that an adequate number of May Term courses are offered, one-quarter to one-third of the faculty will need to participate each year. It is important and essential that all departments participate in the May Term. (This policy was recommended by the Faculty on 22 April 1998 and approved by the Board of Trustees on 1 May 1998.)

Teaching assignments are made by the Assistant Dean within faculty and administrative guidelines and policies, subject to approval by the Associate Vice President for Academic Operations. To provide maximum equity across the disciplines and in recognition of the wide variety in instructional modes, the Assistant Deans, Deans, and the Associate Vice President for Academic Operations monitor the total course load for each faculty member.

In determining workloads, the following are equivalent to a lecture course that meets 3 hours/week during Fall or Spring Term:

Laboratories	3 hours/week
Studio Art	3 hours/week
Applied Music	4.5 hours/week
Choir, Ensemble	1 course/week
Physical Education Activity Course	4.5 hours/week
Student Teaching	8 students/year FTE

In addition to this contact-hour limitation, the Assistant Dean is urged to take into account when making individual assignments both the number of different course preparations and the total number of enrolled students expected for the term. While hard and fast rules are not set, the following guideline is offered:

- The individual faculty member should teach no more than 210 students per year in lecture courses.
- In the programs where non-lecture courses represent a significant portion of total instruction, the program and Associate Vice President for Academic Operations will work out appropriate modifications of the above guidelines.

The Assistant Dean is encouraged, too, to arrange program schedules whenever possible to give significant blocks of unscheduled time (a) to new faculty who might need it to prepare courses for the first time, and (b) to some faculty in the program each term for use in scholarly or course-development projects. Instructional budgets will be set each year to provide at least one course responsibility to be assigned to a temporary faculty member in each program, should that be needed, so that a full-time faculty member can be released from teaching to work on a project approved by the Dean, Assistant Dean, or the Associate Vice President for Academic Operations.

Additional released time for work on projects is available through the Faculty Research Program (see Section 2.10 above).

2.11.1.1 Online Courses

Academic programs at Roanoke College may offer some of their courses online in either synchronous or asynchronous formats. The following policies apply:

- After summer of 2024 Roanoke College faculty will be given the opportunity to receive necessary training required for best practices to be approved to teach courses online in any term including summer; such training will be provided at least annually by Academic Affairs. Each faculty member teaching online must renew this training at least once every five years.
- An individual faculty member may not teach more than half of their TCUs online in any regular semester. This limitation does not apply to summer terms. Exceptions may be granted by the AVP for Academic Operations.
- Faculty hired prior to September 1, 2024, are not required to offer online sections; future hires may have an expectation in their contract for some online teaching.
- New online courses at Roanoke College will be subject to the same rigorous evaluation as in-person Roanoke College courses by Academic Affairs and the Curriculum Committee.
- Upon approval by the Curriculum Committee or the General Education Committee, new online courses are voted on by the Faculty; existing courses revised to be taught online, upon approval by the Curriculum Committee or the General Education Committee, are reported to the Faculty.
- No undergraduate program, including general education, should offer a 100-level or 200-level course with solely online sections. Undergraduate programs, including general education, should prioritize pre-registering in-person sections before online sections of the same course. Exceptions to both cases above may be granted by the AVP for Academic Operations. All programs must maintain the same level of academic rigor across in-person and online sections of the same course.
- In the Fall of 2030, after five years of semester (fall and spring) online undergraduate course offerings, the faculty will review course evaluation and assessment data to determine the efficacy of synchronous and asynchronous online undergraduate courses. After reviewing the data, as well as hearing the opinions of faculty who taught online undergraduate courses, the faculty will vote by the end of Fall semester 2030 whether to continue to offer semester online undergraduate courses. If the faculty does not vote, or if the faculty votes to cease offering online semester undergraduate courses, these will no longer be offered starting fall semester 2031.

2.11.2 Professional Growth and Development

The individual faculty member has no specific assignment on either a term or yearly basis in the performance area labeled "Professional Growth and Development." Faculty members have as their primary responsibility keeping abreast of their discipline and their profession. Ways of doing this include writing text materials and manuals and attending workshops on subject matter and teaching techniques. Efforts for professional growth and development can also be in other chosen areas of scholarly interest, inquiry, or creativity. Students should be involved in scholarly projects, as appropriate. Some faculty choose to use the summer months, May through August, to concentrate their efforts of scholarship and creativity; others take advantage of the grants-in-time offered through the Faculty Development Committee (see Section 2.10). The evaluation by the Assistant Dean includes professional growth and development, and in order to become tenured competence must be demonstrated in this area (see Section 2.5). The contribution to total workload represented by scholarly and creative efforts will, of course, be determined by individual choices about projects and the approaches taken to them.

2.11.3 Service to the College

The individual faculty member has no specific assignment in the area of "Service." Rather each faculty member is expected to assume a reasonable share of those citizenship duties that are required for faculty governance and effective operation of a program or School. If elected to a standing committee of the faculty, a faculty member is expected to serve. Faculty members are urged to prioritize teaching and balance their professional and service obligations as appropriate for their secondary area.

2.11.4 Outside Employment

2.11.4.1

Courses taught for other institutions should not compete with Roanoke College courses.

2.11.4.2

No outside activity may prevent faculty from meeting their professional obligations at the College.

2.11.4.3

Such outside employment may be accepted only after approval of the School Dean and Dean of the College. The same requirement applies to any outside activity demanding extensive time commitments.

2.11.5 Office Hours (Student Hours)

Faculty members are expected to maintain reasonable office hours for students. Reasonable means sufficient hours distributed over different times and days of the week to accommodate students and advisees. The VPAA is responsible for defining the reasonable standard.

2.11.6 Non-Teaching Duties

2.11.6.1

Advising students (see Section 2.9.1.6).

2.11.6.2

Professional development and improvement in the form of maintaining currency in one's discipline; researching; writing; being active in professional organizations; performing; other means of professional expression;

2.11.6.3

Preparing class syllabi/policy statements designed to provide clear knowledge about class policies and about the schedule of class materials (see Section 3.2.1);

2.11.6.4

Participating in College, Faculty, and program or School committees, meetings, and activities assigned in accordance with contractual obligation;

2.11.6.5

Recommending library holdings.

2.11.7 Definition of Contract Year

The contract year, which constitutes the annual contract period for faculty, begins one week before the first day of classes in the Fall. The contract year ends as follows: one week following commencement in the Spring when no May Term course is taught, or when a May Term course is taught, upon completion of and submission of the final grades for the course.

2.11.8 Other Time Commitments

Faculty are professionals expected to set and maintain high standards of performance. Therefore, it is not appropriate or desirable to specify detailed hourly or daily work standards. Roanoke College has specific degree programs that can be completed via evening classes.

Sufficient offerings in general education, major, and elective courses must be available. To support this program, faculty may have to teach in the evening unless they have contracted otherwise.

The Faculty recognizes that special circumstances arise which compel the President to request faculty participation at important functions. It is expected that such requests will be infrequent and reserved for truly important occasions.

2.11.9 Use of College Support Staff and Facilities

Faculty may utilize College assigned office and appropriate support facilities without prior approval when engaged in their normal professional activities throughout the calendar year.

2.12 Working Conditions

2.12.1 Creative Works

All employees of Roanoke College, faculty and administrators, shall conduct their activities on behalf of the College, including but not limited to any research or writing activities, in such a fashion so as to meet and comply with all the requirements of the United States copyright laws and regulations (Title 17, U.S.C.). Copies of the relevant laws and regulations are available in the library.

As a condition of employment, each employee agrees to accept responsibility for reading and understanding the applicable requirements of the copyright law and for complying with those requirements. In the event that a copyright infringement occurs as a result of the acts of an employee, if the employee is able to demonstrate good faith in compliance with the law, the employee shall not be required to indemnify the College for any damages, judgments or costs against the College for the acts of the employee.

If, however, an employee willfully, intentionally, negligently, or without good faith violates the copyright provisions, the employee shall be solely liable for all losses, damages, judgments, and costs of whatsoever kind or nature that may be incurred. Should Roanoke College, its officers, employees or agents be named in any legal or equitable action arising from such wrongful infringement, the employee agrees to save, hold harmless, and indemnify each of them against all losses, damages, fees (including attorney fees), or other fees, monetary or otherwise, that may be incurred as a result of such conduct.

2.12.1.1 Interest in Creative Works

It is the policy of Roanoke College not to interfere with the long-standing and traditional rights of the faculty to write, create, produce or otherwise generate works or products which are copyrightable, patentable, or of commercial value, on their own initiative. Any such materials written, created, produced or otherwise generated by a member of the faculty shall remain the exclusive property of the faculty member, and that person shall have the sole right of ownership and disposition, unless the materials are written, created, produced or otherwise generated "for hire."

Materials written, created, produced or otherwise generated "for hire" are defined as inventions, creations, manuscripts, or other works or things of commercial value which are written, created, produced or otherwise generated by persons, including but not limited to faculty members, who are engaged by the College specifically to write, create, produce or otherwise generate such materials or to conduct the research or other activity which produced anything included in the material(s); or are released from other college responsibilities in order to write, create, produce or otherwise generate materials. Works "for hire" are the exclusive property of the faculty member unless the College, in the process of engaging the faculty member in a work "for hire," comes to some other agreement with the faculty member.

Copyrightable materials include but are not limited to books, pamphlets, brochures, or other printed materials; films, video or audio files; computer programs or computer-based instructional materials; musical compositions; and any and all copyrightable materials covered by the copyright laws of the United States or any foreign government, as amended. Patentable works include but are not limited to inventions, creations and any and all things patentable under the patent laws of the United States or any foreign government, as amended. Materials of commercial value are any materials which the College, in its sole discretion, determines to have commercial value.

Materials written, created, produced or otherwise generated pursuant to or under the sponsorship of an outside agency or government and under the auspices of a college grant shall be subject to the copyright, patent and exploitation terms and conditions of said subject grant, contract or agreement. If no such terms and conditions are stated, then the materials produced by the faculty member shall be subject to the terms of this policy.

A faculty member may voluntarily offer or dedicate materials to the College for the securing of a copyright or patent and/or the subsequent exploitation of the materials under college aegis. If such an offer or dedication is accepted by the College, the faculty member shall assign all of the rights in and to the materials to the College and shall thereafter be entitled to receive a mutually agreed to percentage of the net profits, if any, derived from the commercial exploitation or dissemination of the materials.

When the College has obtained rights of whatsoever kind or nature in copyrightable, patentable, or commercially valuable materials which have been written, created, produced or otherwise generated by faculty members, then the terms and conditions of this policy shall be binding upon all parties in regard to the copyrightable, patentable or commercially valuable materials until all of the following conditions have been met:

1. The expiration of a minimum of 2 calendar years from the date of assignment;
2. The recovery, by the College, of all expenses and costs attributable to the writing, creation, production, generation and/or exploitation of the materials;
3. The continuation of the employment of the faculty member by the College plus an additional 2 calendar years from the calendar date of cessation of employment;
4. The expiration of the College's copyright, patent or contract rights.

2.12.2 Ethical Standards for Research

The societies/institutions of each discipline that oversee scholarly activities and the institutions/societies to which scholarly works are presented have established ethical standards. The members of the Roanoke College community accept the responsibility of adhering to such ethical standards. Suspected violations should be reported to the Dean of the College, and violations may be grounds for sanctions. Individuals should consult the pertinent standards/guidelines in their discipline.

The Faculty recognizes the need for the Faculty Development Committee (FDC) to review proposed human subject research funded by the committee to ensure compliance with committee guidelines. The guidelines for human subject research listed below include a procedure for the review of such research proposals by the Faculty Development Committee.

2.12.2.1 Human Subject Research Guidelines

The Institutional Review Board (IRB) will insure that research conducted by Roanoke College Faculty, staff, or students conforms to the standards established by (a) each particular discipline's specific set of guidelines, as determined by program- or School-level human subject research panels as appropriate, and, more broadly by (b) the Commonwealth of Virginia Code. 23-9.2:3.3; 32.1-162.16 – 32.1-162.20 and CFR Title 45, Part 46 (U.S. Department of Health and Human Services policy for Protection of Human Research Subjects). These regulations define “research” as a “systematic investigation designed to develop or contribute to generalizable knowledge,” and a “human subject” as “a living individual about whom an investigator (whether professional or student) conducting research obtains (1) data through intervention or interaction with the individual, or (2) identifiable private information.”

2.12.2.1.1 Procedure for Review of Human Subject Proposals

For all non-Exempt research projects, the IRB assumes the responsibility for the review of proposals to do human research for adherence or compliance of their methodology to the requirements of informed consent, humane treatment, and ethical conduct in the research process and report.

2.12.2.1.2 Categories of Research Which Require Only IRB Exempt Registration

The following categories of research require only IRB Exempt Registration:

1. Research, conducted in established or commonly accepted educational settings that specifically involves normal educational practices that are not likely to adversely impact students’ opportunity to learn required educational content or the assessment of educators who provide instruction. This includes most research on regular and special education instructional strategies, and research on the effectiveness of or the comparison among instructional techniques, curricula, or classroom management methods.
2. Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording) if at least one of the following criteria is met: (i) The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects; (ii) any disclosure of the human subjects’ responses outside the research would not reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects’ financial standing, employability, educational advancement, or reputation; or (iii) the information obtained is recorded by the investigator in such a manner that the identity of the human subjects can readily be ascertained, directly or through identifiers linked to the subjects, and an IRB conducts a limited IRB review to make the determination.
3. Research involving benign behavioral interventions in conjunction with the collection of information from an adult subject through verbal or written responses (including data entry) or audiovisual recording if the subject prospectively agrees to the intervention and information collection and at least one of the following criteria is met: (i) The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects; (ii) any disclosure of the human subjects’ responses outside the research would not reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects’ financial standing, employability, educational advancement, or reputation; or (iii) the information obtained is recorded by the investigator in such a manner that the identity of the human subjects can readily be ascertained, directly or through identifiers linked to the subjects, and an IRB conducts a limited IRB review to make the determination.
 - a. *For the purpose of this provision, benign behavioral interventions are brief in duration, harmless, painless, not physically invasive, not likely to have a significant adverse lasting impact on the subjects, and the investigator has no reason to think the subjects will find the interventions offensive or embarrassing. Provided all such criteria are met, examples of such benign behavioral interventions would include having

the subjects play an online game, having them solve puzzles under various noise conditions, or having them decide how to allocate a nominal amount of received cash between themselves and someone else.

- b. *If the research involves deceiving the subjects regarding the nature or purposes of the research, this exemption is not applicable unless the subject authorizes the deception through a prospective agreement to participate in research in circumstances in which the subject is informed that they will be unaware of or misled regarding the nature or purposes of the research.
4. Secondary research for which consent is not required: Secondary research uses of identifiable private information or identifiable biospecimens, if at least one of the following criteria is met: (i) The identifiable private information or identifiable biospecimens are publicly available; (ii) information, which may include information about biospecimens, is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained directly or through identifiers linked to the subjects, the investigator does not contact the subjects, and the investigator will not re-identify subjects; (iii) the research involves only information collection and analysis involving the investigator's use of identifiable health information when that use is regulated under 45 CFR parts 160 and 164, subparts A and E, for the purposes of "health care operations" or "research" as those terms are defined at 45 CFR 164.501 or for "public health activities and purposes" as described under 45 CFR 164.512(b); or (iv) the research is conducted by, or on behalf of, a Federal department or agency using government-generated or government-collected information obtained for nonresearch activities, if the research generates identifiable private information that is or will be maintained on information technology that is subject to and in compliance with Section 208(b) of the E-Government Act of 2002, 44 U.S.C. 3501 note, if all of the identifiable private information collected, used, or generated as part of the activity will be maintained in systems of records subject to the Privacy Act of 1974, 5 U.S.C. 552a, and, if applicable, the information used in the research was collected subject to the Paperwork Reduction Act of 1995, 44 U.S.C. 3501 et seq.
5. Research and demonstration projects that are conducted or supported by a Federal department or agency, or otherwise subject to the approval of department or agency heads (or the approval of the heads of bureaus or other subordinate agencies that have been delegated authority to conduct the research and demonstration projects), and that are designed to study, evaluate, improve, or otherwise examine public benefit or service programs, including procedures for obtaining benefits or services under those programs, possible changes in or alternatives to those programs or procedures, or possible changes in methods or levels of payment for benefits or services under those programs. Such projects include, but are not limited to, internal studies by Federal employees, and studies under contracts or consulting arrangements, cooperative agreements, or grants. Exempt projects also include waivers of otherwise mandatory requirements using authorities such as Sections 1115 and 1115A of the Social Security Act, as amended. (i) Each Federal department or agency conducting or supporting the research and demonstration projects must establish, on a publicly accessible Federal Web site or in such other manner as the department or agency head may determine, a list of the research and demonstration projects that the Federal department or agency conducts or supports under this provision. The research or demonstration project must be published on this list prior to commencing the research involving human subjects.
- a. Taste and food quality evaluation and consumer acceptance studies, (i) if wholesome foods without additives are consumed or (ii) if a food is consumed that contains a food ingredient at or below the level and for a use found to be safe, or agricultural chemical or environmental contaminant at or below the level found to be safe, by the Food and Drug Administration or approved by the Environmental Protection Agency or the Food Safety and Inspection Service of the U.S. Department of Agriculture.
 - b. Student projects that are part of a class assignment and do not involve physically or psychologically invasive, intrusive, or stressful procedures; or, in the judgment of the instructor, do not have the potential for placing the subjects at more than minimal risk, do not require review by the IRB. Minimal Risk is defined in CFR Title 45, Part 46 as "the probability and magnitude of harm or discomfort anticipated in the research are not greater in and of themselves than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests."

Student research, including classroom and independent study projects, that may place the subjects at more than minimal risk is subject to IRB review. Special populations including pregnant women, fetuses, prisoners, mentally

disabled, economically or educationally disadvantaged or minors are considered vulnerable research subjects and, all projects involving such subjects must be reviewed by the IRB.

Instructors are responsible for screening individual research projects and making the initial determination as to whether the project may fall in the category of research, thus requiring IRB review. If there is reasonable expectation on the part of the instructor and the student that the study will be funded (regardless of source) and/or published, IRB approval must be obtained.

2.12.2.1.3 Procedures Which Must be Adhered to When Conducting Non-Exempt Human Subject Research

The following procedures must be adhered to when conducting human subject research:

1. Proposals should provide the IRB with a completed and signed Human Subjects Application Form, which includes the following information:
 - a. summary of the proposed research and methodology;
 - b. description of the proposed subject population characteristics;
 - c. permission for access to the subject population, if necessary;
 - d. explanation of the nature of the participation of the subjects or complete description of the method or procedures to be used with the subjects;
 - e. a description and the likelihood of any risks, hazards or benefits to the subject as a result of participation;
 - f. a description of how subjects would be protected from the anticipated risks, if any;
 - g. a copy of the informed consent form or document to be signed by the subject, and witnessed by the researcher, which should indicate how subjects will be informed as to potential risk hazards or benefits, and how the risks will be managed.
 - h. documentation of competence in the rules and procedures governing ethical treatment and use of human research participants.
 - i. The form should have the study's title, the name of the experimenter, with phone number and date. A copy shall be given to the research subject.

Forms may be obtained from the IRB. The IRB will review this information. If there are difficulties with the proposed research, the primary investigator may be asked to provide further information or to modify the methodology of the study.

2.12.2.2 Ethical Standards for Research Utilizing Sentient Vertebrates

In the case of research with sentient vertebrates the National Institutes of Health has published a *Guide for Laboratory Animal Facilities and Care* (1986) and the Animal Welfare Institute has published *Basic Care of Experimental Animals* (1978). These documents are available from the Dean of the College.

2.12.2.3 Hazardous Material and Biological Policy

Faculty who handle toxic, hazardous, or radioactive substances or biologically hazardous agents in their research or course teaching are required to maintain, use, and dispose of such substances and agents in accordance with applicable state, federal and local laws and regulations. Faculty members may obtain information and assistance regarding their obligations under these laws and regulations from the programs of chemistry, physics, and biology, as well as from the College's Radioactive Substances Control Officer and Chemical Hygiene Officer.

2.12.2.4 Ethical Standards for Research Concerning Computers and Software

The EDUCOM Software Initiative formulated the following statement of principles about intellectual property and the legal and ethical use of software. This code states:

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgement, right to privacy, and right to determine the form, manner and terms of publication and distribution.

Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments.

Violations of academic integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations, may be grounds for sanctions against members of the academic community.

2.14 Employee Benefits

2.14.1 Retirement Plan

The College sponsors a 403(b) tax deferred annuity plan and other retirement plans as required by law. Employees may begin voluntary contributions to this plan immediately upon their benefits eligibility date. Please see Human Resources for details regarding this plan.

2.14.1.1 Phased Retirement Plan for Faculty

The College offers a phased retirement program which is designed to facilitate a transition period for the faculty member from full-time teaching responsibilities to full retirement which recognizes length of service to Roanoke College and which minimizes the financial adjustments incurred during this transitional period.

2.14.1.1.1 Eligibility

To be eligible to participate in the Phased Retirement Program (PRP), a faculty member must meet the following criteria:

1. Must have faculty rank of Professor, Associate Professor, or Assistant Professor in an academic program;
2. Must have been employed at Roanoke College for a minimum of fifteen full-time equivalent years with faculty rank (including Visiting Assistant Professor) as of July 1 of the year prior to entering PRP;
3. Must be between the ages of 57 and 67 in the academic year in which the employee begins to participate in PRP.

2.14.1.1.2 Conditions and Compensation

Participation may be for a maximum of three years and a minimum of one year. Having entered the program, the faculty member will be given a half-time assignment to be negotiated among the participant, the School Dean, and the Dean of the College. Upon completing the period of half-time employment, the faculty member will retire from Roanoke College.

For the purpose of determining the PRP salary, the individual's regular full-time salary in the academic year in which the program begins is called the base salary. The PRP salary will be 70% of the base salary. The PRP salary will be adjusted each subsequent academic year in the same manner as the base of all regular full-time faculty members is adjusted, using the percentage of the Salary Increment Pool as the base for adjustment.

A faculty member participating in the program may augment the Roanoke College salary by beginning to draw on TIAA retirement income to the extent permitted under the TIAA Retirement Plan. Roanoke College will continue to pay for its portion of social security contributions and its share of the premiums for health, life, and disability insurance coverage.

A faculty member participating in PRP will remain eligible for tuition remission benefits and for faculty development support, but not for sabbatical leave. With the approval of the School Dean and the Dean of the College a faculty member, once having completed the PRP, will be eligible for teaching as an adjunct with adjunct salary.

2.14.1.1.3 Notification of Participation

Individuals planning to enter the PRP must notify, in writing, the School Dean and the Dean of the College no later than September 30 of the year prior to the academic year in which they plan to enter the program. Once an individual enters the PRP (September 1 of the first year), the only means of withdrawing from it is through full retirement. Acknowledgment of participation in the PRP will be in writing to the faculty member from the President of the College.

2.14.1.1.4 Information About Phased Retirement Program

Questions concerning eligibility, application procedures and request for additional information should be directed to the Dean of the College. Questions concerning retirement salary and benefits should be directed to the Associate Vice President for Human Resources.

2.14.2 Employee Assistance Program

The College offers free, confidential, short-term counseling, crisis intervention, referral and follow-up services for employees and their families through Anthem EAP. The phone number is 844-451-1579. Additional information is available in Human Resources.

2.14.3 Tuition Remission

2.14.3.1 Tuition Remission for Undergraduate Studies Policy

Tuition remission is a waiver of Roanoke College undergraduate tuition fees. This policy governs tuition remission for benefits-eligible full and part-time employees and qualifying family members who desire to attend Roanoke College. These benefits shall be applicable to those employees who have served the College for a minimum of one year and who remain in the service of the College during the period of said benefits. Eligibility for tuition remission extends to employees with at least one year of service in a benefits-eligible position, their legal spouse, and dependent children as defined by IRS regulations and applicable benefit plan provisions.

Employees should refer to Appendix B in the Staff Handbook for the [Tuition Remission for Undergraduate Studies Policy](#).

2.14.3.2 Retirees

Employees retiring with benefits (i.e., having reached age 60 and having served 15 years or its full-time equivalent) may take courses for credit or audit without charge for tuition, subject to the terms and conditions in the Tuition Remission policy for active employees.

2.15 Compensation Policies

2.15.1 Payroll Period and Deductions

Roanoke College pays salaried exempt employees on a monthly basis on the last working day of each month. Faculty salaries are paid over a 12-month period, September through August. Direct Deposit is mandatory at the College. If you need to update or change your information, please log in to Self Service and make changes.

On the last working day of the month, your payroll earnings statements can be found via Self Service. Earnings Statements provided for each pay period will include the following: (i) the number of hours worked during the pay period, (ii) the rate of pay, (iii) show gross compensation for the pay period, and (iv) the deductions which are required to be made from your earnings, such as federal and state income taxes (withholding taxes), FICA (Social

Security), legal garnishments and federal income tax liens. All other voluntary deductions for the pay period, which the employee has expressly authorized in writing, such as for optional insurances, spending account contributions, credit union deposits, charitable deductions, and other employer approved programs will also be reflected on the Earnings Statement. All monies due the College upon termination will be deducted from the employee's final paycheck.

Instructions for accessing earnings statements can be found on the payroll webpage.

2.15.2 Payroll Deductions

Electronic earnings statements show gross compensation, less the tax deductions which are required. Any other requested deductions must be authorized by the employee. Any monies due the College upon termination will be deducted from the employee's final payment. Every precaution is taken to avoid errors. If an error does occur, please contact the Payroll Office immediately.

2.15.3 Advances

There are no payroll advances.

2.15.4 Special Teaching Assignments

2.15.4.1 Overloads

When a program requires more sections than can be taught as part of the regular loads of the fulltime faculty, members of the program may be given the opportunity to teach an overload section. Compensation for such teaching is at the prevailing rate. The stipend is considered taxable income.

2.15.4.2 Internships

Faculty members who, with the approval of their Dean or Assistant Dean, supervise Internships are compensated at the prevailing rate provided that:

- a. the student has registered properly for the course,
- b. the final grade has been submitted to the Registrar's Office, and
- c. the faculty member can demonstrate at least five hours of supervision for this course.

2.15.4.3 Tutorials

When a student requires a specific course to complete a major or to keep on track for graduation in a major and the course has not been scheduled for that semester, members of the program may offer that course as a tutorial for those students with the approval of their Dean or Associate Dean. Compensation will be at the prevailing rate and is considered taxable income.

2.15.4.4 Independent Studies

Independent Studies encompass a range of learning experiences: directed readings, independent research, research done in a group lab setting, Honors in the Major projects, Honors Distinction Projects, and research practica. Faculty do not receive compensation for supervising these experiences during regular academic terms. Summer independent studies are compensated at the prevailing rate.

2.16 Grievance Procedures

2.16.1 Purpose and General Structure

The primary purpose of these grievance procedures is to ensure uniform and equitable application of the personnel rules and policies of the College. These procedures provide a method for resolving conflicts on an informal basis because disputes settled on that basis avoid the disruptions to the spirit of community that often result from the formal resolution of disagreements. Yet, if the informal method fails, it is the right of the faculty member to use the formal method. These procedures provide a means of resolving differences within the College community without resort to any outside agency.

2.16.2 Definitions

A "grievance" is a complaint by a faculty member that alleges adverse treatment resulting from alleged misinterpretation, misapplication, or violation of College policies or procedures. It can also include alleged infringement of the faculty member's rights or privileges. The above include, but are not limited to: academic freedom; appointment, non-renewal of contract, tenure and promotion; separation; working conditions; and discrimination. A grievance against a decision regarding non-renewal of contract or denial of promotion or tenure must specify whether it is based on substantive grounds such as biased or inadequate consideration, or procedural grounds such as a violation of Section 2.6.4 of this *Handbook*.

A "grievant" is the person or persons bringing a complaint.

A "respondent" is anyone identified in a complaint as having caused the grievable action. Committees shall be represented by their chair.

An "affected party" is anyone identified in a grievance procedure: grievant, respondent and witnesses, but not the members of the Faculty Grievance Committee (FGC).

The "mediation panel" is the three-member team from FGC which handles the informal portion of the grievance procedure.

2.16.3 Procedures

2.16.3.1 Filing of Grievances

FGC will consider a written grievance with supporting evidence from any Roanoke College faculty member. The written grievance should set forth in detail the alleged wrong. In cases dealing with non-renewal of contract or denial of promotion, state whether the claim is substantive or procedural, indicate against whom it is directed, and specify the relief and/or remedy sought by the grievant; it may contain any other data which the grievant deems pertinent. The reliefs and remedies must be within FGC's authority. A grievance lacking these elements cannot be heard by FGC.

If a grievance is accepted by FGC for consideration, all identified as respondents have a right to a copy of the documents to prepare their responses. New documents may not be entered at the hearing by either party unless the other party has had a copy of them for 48 hours.

2.16.3.2 Formation of the Mediation Panel

The chair of FGC will propose to the grievant and respondent the appointment of two members of FGC to help the chair mediate informally. This is to help ensure that neither the grievant nor respondent has any objection to the informal mediation panel. If the second or third member is objected to, the chair shall appoint another member of FGC to the panel. If the chair is objected to or is a party to the grievance, the full committee will designate another member to act as chair.

2.16.3.3 Informal Mediation

Informal mediation shall occur as soon as is reasonably possible. The mediation panel will convene the original meeting with the grievant and respondent. Subsequent meetings may be held with both the grievant and respondent present or with only one party present, as the circumstances require in the judgment of the mediation panel. Under no circumstances may parties other than the grievant or respondent be present or be involved in the mediation.

The purpose of informal discussions is to help reconcile the parties in conflict, not to perform an investigation. Informal mediation may continue as long as the mediation panel and both parties think that progress is being made. If progress seems unlikely, the mediation panel may declare that an impasse has been reached and call the informal stage of the proceedings to a close. Until that time, both grievant and respondent are required by the College to mediate in good faith. A grievant may always withdraw a complaint, however, and this brings the process to a close without prejudice to either side.

No records of informal mediation shall be made available for inspection except to persons named in the grievance and to the mediation panel. The records shall be kept by the chair of the mediation panel. At the conclusion of informal mediation, regardless of the outcome, any records will be destroyed, except that the mediation panel shall report to the full FGC that a complaint was processed, without identifying the persons involved or the outcome.

2.16.3.4 Formal Grievance Options

Regardless of whether the grievant's allegation was procedural or substantive, the mediation panel's report of an impasse should recommend that: (a) FGC hear it on procedural grounds, or (b) the President consider it on substantive grounds. In cases containing both substantive and procedural grounds, the case will be sent to the President to review both claims. In procedural cases, FGC will schedule a formal hearing and proceed as follows.

2.16.3.4.1 Faculty Grievance Committee Review

When the mediation panel requests a formal FGC hearing, the chair (or acting chair) shall allow the grievant and/or the respondent each to object to the participation of one additional member of FGC. The chair will then make substitutions from the list of alternate members for the non-chair member of the mediation panel and for any of FGC members whose participation was challenged. These substitutions cannot be challenged. The chair shall not vote.

All parties to the grievance or automatic review will have the right to obtain witnesses and present evidence relevant to a claim. The appropriate College authorities will cooperate with FGC in securing witnesses and making available documentary and other evidence requested by the grievant to the extent not limited by contract or law.

Legal counsel shall not be allowed to attend any hearing. The grievant and/or the respondent may each appoint one member of the College community, who is not a member of any bar and not a directly affected party or a member of FGC, to provide assistance. A member or alternate to FGC may not continue in that role and be an affected party or assistant. Only affected parties and those providing assistance have the right to attend hearings.

In all cases (including promotion and tenure) except dismissal or suspension, the burden of the proof shall be on the grievant. In the case of dismissal or suspension, the burden of proof that adequate cause exists for the action shall be on the College, which proof shall be by clear and convincing evidence.

While the Faculty believes there is an ethical obligation to provide faculty with a rationale for all personnel actions, it is understood that the College, by law, need not provide reasons for the non-renewal of probationary contracts.

The decision will take the form of findings of fact, conclusions, and recommended disposition of the grievance. The findings of fact, conclusions and the recommended disposition must be based solely on the hearing record, pertinent College personnel rules and policies, and the law.

A recording of the proceedings of a formal FGC hearing shall be made. It shall be kept in a secure location by the

President of the College, but shall be available on request to the grievant or respondent. Any typescript of the recording must be paid for by the party requesting it.

All deliberations of FGC shall be kept confidential. All records shall be sent to the President's Office, except that FGC shall make aggregate statistical reports of its case load and the disposition of cases to the faculty as required. The disclosure of this confidential information shall, itself, constitute a grievable offense that, if proven, might result in a written reprimand to the offending party.

FGC will present its decision in writing to the grievant, the respondent, the Dean of the College, and the President. This decision may be accepted by the grievant and respondent or rejected by either.

The grievant may appeal the decision of FGC or its rejection by the respondent to the President by filing a notice of appeal. The President will review the record and render a decision. In the event that the President is the respondent, the decision may be appealed to the Executive Committee of the Board of Trustees.

2.16.3.4.2 Presidential Review

When the Mediation Panel requests a Presidential Review on procedural or substantive grounds, upon receiving the request, the President can take any appropriate action. Among those actions are:

1. make a ruling independently;
2. direct FGC to hear the case in any event;
3. direct FPC to reconsider the case;
4. confer with any of the parties and make an alternative determination. In any case, the President makes the final determination. The President's decision can be appealed to the Executive Committee of the Board of Trustees only if the President is the respondent. In that case the Executive Committee will review letters by the affected parties and notify the parties of their decision.

2.16.4 General Provisions

The filing of any grievance or its consideration shall not prevent the College from taking the action complained of, subject, however, to the final decision on the grievance.

It is expected that: a grievance will be made within 30 working days of the action being grieved; the mediation panel will call a meeting within 15 working days after a grievance is submitted; if the mediation panel declares that an impasse has been reached and if a formal FGC hearing is requested, a hearing will be held within 20 working days; an appeal of FGC's decision will be made to the President within 15 working days; and the President will reach a final decision within 30 working days.

If the mediation panel concludes that a recommendation to the President is appropriate, the President will reach a final decision within 45 working days.

These limits may be extended by mutual agreement of the parties affected and these requests for continuances, if granted, automatically extend the time limits for all concerned. Hearings may be held during summer break, but holidays during the academic year will not be counted in the limits.

In the event of an automatic review of a dismissal for cause, FGC should complete its review within twenty (20) working days from the date the FGC Chair receives written notice of the dismissal.

Failure at any step of this procedure to communicate the decision on the grievance within the specified time limits shall permit the grievant to proceed to the next step. Failure to appeal a grievance to the next step within the specified time limits shall be deemed to be acceptance of the decisions.

3 Academic Policies of Interest to the Faculty

3.1 Library Services

Fintel Library is committed to satisfying faculty and student information needs as seen by the services below. See the library's home page (<https://libguides.roanoke.edu/library>) to access our resources and learn more about our services. Under "Services for Students and Faculty" navigate to the "Library Liaisons" tab to contact your library liaison to request assistance.

3.1.1 Archives

The Archives include special items such as College archival records, the Henry H. Fowler and the James R. Olin papers, and old/rare editions of religious, historical and literary works. The Archives is a rich resource of interesting items for many courses in our curriculum. To request access to archives resources or to schedule an instruction session in the use of archives resources email archives@roanoke.edu.

Faculty Publications- The Archives attempts to acquire a copy of all published works by the faculty. Achieving this goal depends upon faculty participation. Please email archives@roanoke.edu with the citations of any works you have published (books, journal articles, or media works). Fintel Library will purchase copies if the faculty member cannot supply the items gratis.

3.1.2 Assisting Students

The Instruction and Research Services Department's goal is to make students competent users of information resources in various formats (print, media, licensed databases, and publicly available Internet sources) and to become knowledgeable in the bibliography of their subject discipline. We offer instructional sessions for classes and custom design the content with you, based on class assignments. From the home page select "Services for Students and Faculty" then navigate to "**Information Literacy & Instruction**". Classes can be of any size and duration. In addition, students can request personalized Research Assistance directly from the library's home page to develop their library search strategy and to locate relevant sources for research assignments.

3.1.3 Faculty Carrels

Faculty may request space in a closed carrel for research requiring library materials. Assignments are for a semester. From the library's home page select the link "Services for Students and Faculty" then navigate to "Library Resources for Faculty" to find more information and a link to the request form.

3.1.4 Government Documents

Fintel Library is a charter institution of the Government Depository system for federal documents. Use the tools cited on our "Government Documents" web page (<https://libguides.roanoke.edu/govtdocs>) and the library's catalog to locate resources.

3.1.5 Hours

For our current operating hours visit the library's home page (<https://libguides.roanoke.edu/library>). Hours for "Archives" are by appointment only. Please email archives@roanoke.edu ahead of your visit to make an appointment.

3.1.6 Interlibrary Loan

Consult the "Interlibrary Loan" web page (<https://libguides.roanoke.edu/interlibraryloan>) for guidelines and request forms to obtain research materials not owned by Fintel Library. Faculty should note that the lending library sets the loan periods and other restrictions. Fintel Library will attempt to renew interlibrary loan material if necessary, but it may not be possible to do so. We request that you plan accordingly.

3.1.7 Loan Policy

Consult the Library Policies web page (under “About Us”) for information regarding library loan periods, how to request and renew items, etc. You can review your patron record from the library’s home page (under Log into your account).

Immediate family members may borrow materials after obtaining a family I.D. card at Campus Safety. Borrowers must always present their card at the Access and Lending Services Desk when checking out books, DVDs, etc.

Faculty members are responsible for the prompt return of borrowed materials in good condition and payment for unreturned or damaged items.

3.1.8 Purchasing Library Materials

Faculty may request books and media for undergraduate research. Faculty may also apply for a library grant to purchase additional materials -- from the library’s home page select the link, “For Faculty” for more information.

Fintel Library provides a subsidized interlibrary loan service to obtain materials for your professional research.

The library, in conjunction with the academic programs and Schools, evaluates journal subscriptions on a 4-year cycle to make cancellations and place new subscriptions. Please direct any journal requests to your library liaison.

3.1.9 Reserves

Faculty can put personal or library materials (print, video, electronic, etc.) on Course Reserve (see library home page) so they are accessible to all of the students in a particular class. The library’s Course Reserves web page provides links to requisite copyright guidelines and the appropriate forms. Contact Lending Services (375-2294) if you have questions.

3.1.10 Resources for Research

Fintel Library and Wyndham Robertson Library of Hollins University share a catalog and reciprocal borrowing privileges. You can borrow items from Hollins in person by using your I.D. card or use the catalog to request items to be delivered through the weekday courier service. In addition to books and DVDs, the catalog contains many full-text government documents and thousands of e-books.

The library offers many licensed databases covering all subject disciplines. Some are full-text; some are bibliographic or citation-based; some are streaming video or streaming music. To connect to the library’s licensed databases and electronic resources from off-campus, log in using your campus username and password when prompted.

Fintel Library provides a subsidized Interlibrary Loan service to obtain materials for your professional research (see library home page). In addition, Fintel Library participates in the VIVA Cooperative Borrowing Program. The program permits Roanoke College faculty, staff, and students to borrow materials onsite from any of over 50 Virginia college and university libraries. Users are subject to the borrowing policies of the host institution. You will need to show proof of current affiliation with Roanoke College. For more information, consult your library liaison.

3.2 Statement of Classroom Policies

3.2.1

At the beginning of each course, students shall be given a written statement (syllabus) by the faculty member(s) teaching the course explaining:

1. specific intended learning outcomes for the course;

2. any materials which students are expected to buy, read, or use during the course;
3. attendance policy (regardless of your policy, you must take attendance so that if a student withdraws, the College knows the last date of attendance for financial aid purposes);
4. grading policies and how various assignments are weighted;
5. testing policies;
6. policies with regard to make-up tests and/or other make-up work;
7. policy with regard to expected number of hours of coursework expected each week (for a one-unit course, this should be 12);
8. the College's academic integrity policy as it applies to the class; and
9. office location and office (student) hours.

One copy of each syllabus/class policy statement must be sent to the program coordinator, the Assistant Dean, and the Assistant Vice President for Academic Operations at the beginning of each semester.

3.2.2

Students who are absent from class to participate in a college-sponsored activity or to officially represent the college (e.g., intercollegiate athletic competitions, fine arts performances, scholarly presentations, etc.) shall be excused from class without penalty with the following provisions:

- Students must discuss the absence with the faculty member and provide documentation from the coach(es) or sponsor(s) as far in advance as possible; ideally, as soon as a student knows about the absence.
- Students are responsible for making up coursework and should discuss make-up procedures with the faculty member.
- The faculty member will devise appropriate ways to address missed work and/or exams. Extended deadlines, substitute assignments, or make-up exams are some options to consider. If an exam is to be made up, it will be done so at a mutually agreed-upon time.
- The student, faculty member(s), and coach(es)/sponsor(s) will collaborate to ensure that absences do not accumulate to the extent that student learning in a course is compromised (with absences typically limited to no more than 20% of class meetings, across all activities or absences for other reasons).

Practices or meetings related to the college-sponsored activities are not included as official participation or representation.

3.3 Registrar's Policies

3.3.1 Pre-Registration

Returning students are able to register for fall term courses upon receipt of their deposit to the College. New students are pre-registered during New Student Orientation sessions held in June.

3.3.2 Registration

1. Returning students pre-register online in the fall and spring, in consultation with their advisors.
2. Detailed instructions as to the faculty's part in the registration procedure are provided by the Registrar's Office.

3. The dates of the registration periods may be found in the [Academic Calendar](#).
4. Official class rosters are available electronically through Self-Service. A student whose name is not on the class roster should not be allowed to attend class. Faculty should verify attendance according to the roster and report to the Registrar's Office, and in Navigate, students with prolonged absences from class.
5. Add-Drop notification is sent to the instructors via e-mail. This is the official notification of a student's status. The instructor should consider the student a member of the class until the change (drop) has been received. The instructor should not consider a student an official member of the class until their name appears on a class roster or an add notification has been received.
6. Courses may be added by students prior to the deadline stated in the Academic Calendar which includes the first calendar week of class.
7. Assistant Deans and/or School Deans submit course listings in October for the following academic year. The Courses Offered List is available in February, with revisions made as needed and reflected in Colleague and Self-Service.

3.3.3 Withdrawal

If a student drops a course, or withdraws from the College, prior to the eleventh full day of classes for a regular fall or spring term, the course is dropped from the student's academic record.

If a student withdraws from a course, or from the College, on or after the eleventh full day of classes for a regular fall or spring term and up to two weeks prior to the last day of classes, the grade designation of "W" will be assigned.

For shorter terms, the drop deadlines are listed below.

Term Length	Drop Before
3 Weeks	3rd Day of Classes
4 Weeks	4th Day of Classes
8 Weeks	6th Day of Classes

Any withdrawal from a course or the College must be authorized by the Office of the Registrar and must be made in writing. The Change to Course Schedule form is linked through Self-Service and can be accessed through the Registrar's webpage at <https://www.roanoke.edu/inside/registrar>. Students considering withdrawal from the College are expected to meet with the Dean of Students. Withdrawal forms are available in the Office of the Registrar.

A student may withdraw from the College for medical reasons until the beginning of the examination period. All courses are removed from the academic record in cases of medical withdrawal.

Students who are either suspended or expelled from a course or from the College for disciplinary reasons will be assigned a final term grade of either "DP" or "DF" by the course instructors as of the date of dismissal if the final examination has not been completed. The only exception would be in the course in which a student has been found responsible for an academic integrity violation and received a penalty of "XF".

3.3.4 Policy for Dropping a Student from a Course Because of Excessive Absences

If a faculty member wishes to drop a student from a course because of excessive absences, an attendance policy must have been stated on the course syllabus or statement of class policies. Subsequently, if a student does not adhere to the course policies, the instructor considering a drop must first send the student a written warning, with a copy to the Registrar and the student's advisor(s). Based on the contents of the warning letter, if future violations occur, the instructor should prepare a written notice to the student that they have been dropped from the course as

of a stated date, with the grade of either DP or DF. Copies of the drop notice must be sent to the Registrar and the student's advisor(s).

3.3.5 Records Maintenance

All faculty members are expected to keep an accurate record of their students' grades. Records should be kept for a minimum of four years. If an instructor is on leave or leaves the Faculty, these records are to be placed in the custody of the Assistant VP for Academic Operations. Final exams should be retained for at least one semester.

3.3.6 Policy on Class Size

Any course in the regular session with an enrollment of seven or fewer students will prompt a conversation regarding the necessity of offering the course during that term. These conversations, among Academic Affairs and School leadership, usually begin within two weeks of the end of pre-registration, although in Spring semester a final decision for some courses may be delayed until summer registration has taken place. Should a class have to be canceled, the goal will be to ensure the cancellation will not delay student graduation. Questions to consider include (but are not limited to):

1. Do any students need the course in that semester in order to complete the requirements for the major? If so, can those students be served through substitution of a course with similar or equivalent learning goals? Independent studies or tutorials may also be appropriate.
2. Is the course a co-requisite or prerequisite for other required courses? Can it be rescheduled for another semester in which it might attract more students without affecting those other courses?
3. Is there demand elsewhere in the program or in INQ/HNRS where students would be better served by offering a different course?
4. Are there other sections of that same course that could be consolidated? Consolidation may also be considered when the enrollment across multiple sections is below the cap for a single section.
5. Is the instructor's total enrollment for that semester considerably higher than average?

A "required course" will be interpreted to mean not only those courses specifically required of all students in a major or INQ/HNRS, but also those electives offered on a rotational basis when that course is the only one available in a particular semester that a student can use to satisfy major requirements.

Course cancellation and course caps are determined by agreement between the Assistant Vice President for Academic Operations and the School Dean or their designee, with final decisions resting with the VPAA as needed. Decisions regarding course caps take into consideration safety, pedagogy, room sizes, equipment availability, accreditation requirements, and (for field experiences) the capacity of external partners, among other concerns.

The Assistant Vice President for Academic Operations and School Dean will attempt to replace a cancelled course with a needed course that does not require the affected faculty member to complete a new prep on short notice. If this is impossible, they will seek to avoid unpaid overload (i.e., 5 TCUs) for the faculty member in the following (or any) semester and consider potential administrative options to replace TCU. A cancelled May Term course could potentially be rolled over to the following academic year. Leadership will prioritize fulfilling workload for full-time faculty members before assigning courses to adjunct instructors, assuming the credentials are appropriate to what is being taught.

3.3.7 Final Examinations

Courses approved by the faculty ordinarily require final examinations, which are scheduled at the times designated by the Registrar's Office.

Special arrangements, either to substitute some other form of evaluation or to schedule the final examination at a different time, must be approved by the Assistant Dean or School Dean. In a case when such a change creates a conflict for a student, the student shall have the right to take the exam at the time when it was originally scheduled. Faculty members should resist pressure from students who wish to leave early. In a multi-section course it is permissible for a student to take an exam with an earlier section if this does not inconvenience the instructor. A replacement final exam may be given only if an emergency occurs when the regularly scheduled exam is in progress, such as illness on the part of the student. Approval of the instructor and the Assistant Vice President for Academic Operations is required. In addition, a different examination must be given.

3.3.8 College Grading Scale

Student work is graded according to the following scale:

Letter Grade	Quality Points Per Course Unit
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0
P* (Work passed under "pass-fail")	Not Assigned
W (Voluntary withdrawal from a course up to two weeks prior to the last day of classes. The grade designation "W" will not be counted as a unit attempted and will, therefore, not affect the student's cumulative grade point average.)	Not Assigned
WP (Voluntary withdrawal passing)	Not Assigned
DP (Involuntary withdrawal passing)	Not Assigned
WF (Withdrawn failing)	0.0
DF (Involuntary withdrawal failing)	0.0
XF (Dismissed for violation of academic integrity)	0.0

In addition to the above grades, two other notations are used in reporting grades, but these notations do not become a part of the student's permanent record.

IN represents an incomplete and indicates that the student has not completed, for valid reason approved by the instructor, the work of the course. The incomplete work must be submitted to the instructor not later than two weeks after the beginning of the next term, including the summer session, at which time the instructor will assign the final course grade. Grades of *IN* are not included in determining a student's grade point average. When the *IN* is converted to a permanent grade the student's GPA will be recalculated.

SP is recorded on the authorization of the Registrar's Office for the student who is under the care of a physician at the time of the examination or who has not completed the work of the course by reason of illness. The work of the course must be completed before the end of the next semester in which the student is enrolled or the *SP* will automatically become an *F*. At the beginning of each semester in which a student does not enroll, the grade of *SP*

must be renewed by submission of a physician's statement and approval of the Registrar's Office or it becomes an F.

Students who have received either an *IN* or an *SP* and who fail to make up work, or who unsatisfactorily complete their work, will be immediately subject to the rules of academic discipline (warning, suspension) which would have applied when the original course was completed.

A student who is absent from a final examination without valid reason will receive a zero on the examination. If there is valid reason for the absence, the grade of *SP* or *IN* may be given.

NG represents no grade and indicates that the instructor does not submit, at the time grades are due, a final grade. A grade of *NG* is recorded in consultation with the Office of the Registrar. An *NG* must be converted to a final grade by the end of the next term, including the summer session.

The *WP/DP/WF/DF* grades reflect the grade in the course as of the date of official withdrawal. The grade designation *WP* and *DP* will not be counted as a unit attempted and will therefore not affect the student's grade point average. A *WP* is recorded only if a student officially withdraws from a course through the Registrar's Office. In each case that the grade designation *WF* or *DF* is assigned, the course will be considered as a unit, or partial unit, attempted and will be considered as an *F* in the computation of the grade point average.

3.3.9 Reporting of Grades

1. Mid-term grades must be recorded online for all students.
2. Final grades must be recorded online at the end of each semester within the time limit designated by the Registrar. Grades should not be e-mailed to students for reasons of confidentiality.
3. Examinations and other incomplete course work must be completed within two (2) weeks after the beginning of the next term (excluding the Intensive Learning term). Grades must be reported to the Registrar no later than one week after the incomplete work has been submitted.

3.3.10 Changing of a Final Letter Grade

1. A change to a final letter grade may be submitted no later than one year after the date final grades are due for the term in question.
2. A request for a grade change must be submitted by the instructor of the course in question to the Assistant Vice President for Academic Operations.

An approved grade change is then forwarded to the Registrar for recording.

If the faculty member who taught the course is no longer employed by the College, the program coordinator, Assistant Dean, or School Dean may submit the request for grade change.

3. The faculty member requesting the grade change must substantiate the need for the change.
4. A change may be approved only on the basis of:
 - a. Correction of an instructor's non-evaluative error (i.e., miscalculation of the grade or error in recording a grade)
 - b. Ultimate identification of unsigned course work
 - c. Implementation of College policy as published in the catalog
5. A change will not be approved for work turned in after the final grades are submitted (except in the case of an *IN*, *NG* or *SP*).
6. An unsubstantiated change whose purpose is to help a student raise academic standing, graduate, or re-gain a financial award will not be approved.

3.3.11 Schedules

The regular meeting time for classes must be scheduled within the framework of the College's established block schedule unless permission is obtained from the Assistant Vice President for Academic Operations. This policy, which is designed to protect times for the meeting of both student and faculty organizations, is not meant to preclude the occasional meetings of students/classes with their professors during non-class times (for example, for review sessions, extra time for testing, or special events and activities).

The delayed schedules listed below may be used in cases of severe weather conditions, when travel by students and faculty may be hazardous or impossible. Timely announcements via Maroon Alerts (text messaging), the College website, radio, and television will serve as the primary means of informing faculty and students of the delayed schedule. For additional information, see the [“Operating Status” page](#) of the College website.

<i>Monday, Wednesday, Friday Schedules</i>				
Block Number	Normal Schedule	One-Hour Schedule	Delayed Two-Hour Schedule	Delayed Half-Day Schedule
1	8:30 - 9:30 a.m.	9:30 - 10:15 a.m.	10:30 – 11:10 a.m.	No Class
2	9:40 - 10:40 a.m.	10:25 - 11:10 a.m.	11:20 – 12:00 noon	No Class
3	10:50 - 11:50 a.m.	11:20 - 12:05 p.m.	12:10 – 12:50 p.m.	No Class
4	12:00 - 1:00 p.m.	12:15 - 1:00 p.m.	1:00 – 1:40 p.m.	No Class
5	1:10 - 2:10 p.m.	1:10 - 2:10 p.m.	1:50 – 2:30 p.m.	1:10 - 2:10 p.m.
6	2:20 - 3:20 p.m.	2:20 - 3:20 p.m.	2:40 – 3:20 p.m.	2:20 - 3:20 p.m.
7A M/W	2:20 - 3:50 p.m.	2:20 - 3:50 p.m.	2:40 – 3:50 p.m.	2:20 - 3:50 p.m.
7B W/F	2:20 - 3:50 p.m.	2:20 - 3:50 p.m.	2:40 – 3:50 p.m.	2:20 - 3:50 p.m.
8	4:00 - 5:30 p.m.	4:00 - 5:30 p.m.	4:00 – 5:30 p.m.	4:00 - 5:30 p.m.
E1	5:45 - 7:15 p.m.	5:45 - 7:15 p.m.	5:45 – 7:15 p.m.	5:45 - 7:15 p.m.
E2	7:30 - 9:00 p.m.	7:30 - 9:00 p.m.	7:30 – 9:00 p.m.	7:30 - 9:00 p.m.
E5	5:45 - 8:45 p.m.	5:45 - 8:45 p.m.	5:45 – 8:45 p.m.	5:45 - 8:45 p.m.
<i>Tuesday, Thursday Schedules</i>				
9	8:30 - 10:00 a.m.	9:30 - 10:30 a.m.	10:30 – 11:30 a.m.	No Class
10	10:10 - 11:40 a.m.	10:40 - 11:40 a.m.	11:40 – 12:40 p.m.	No Class
----Open Block----			--- 30 minutes ---	Offices Open @ 1 p.m.
11	1:10 - 2:40 p.m.	1:10 - 2:40 p.m.	1:10 – 2:40 p.m.	1:10 - 2:40 p.m.
12	2:50 - 4:20 p.m.	2:50 - 4:20 p.m.	2:50 – 4:20 p.m.	2:50 - 4:20 p.m.
E3	4:30 - 6:00 p.m.	4:30 - 6:00 p.m.	4:30 – 6:00 p.m.	4:30 - 6:00 p.m.
E4	6:15 - 7:45 p.m.	6:15 - 7:45 p.m.	6:15 – 7:45 p.m.	6:15 - 7:45 p.m.

3.4 Advising and Student Support

3.4.1 First-Year and Undeclared Student Academic Advising

All newly enrolled first-year and undecided transfer students are assigned a professional staff advisor. First-year advising is both developmental and academic in nature aiming to build community, and help students transition to college, and connect with students, faculty and staff. Students remain with their professional staff advisor through their first year to continue their connection, and staff advisors are available to students on a drop-in basis, after students declare their major. Trained peer mentors are also available. Once a student declares their major, a faculty

advisor will also be assigned within the major program. First-year and undeclared student advising is coordinated by the Director of the Student Success Center, in collaboration with Academic Affairs.

3.4.2 Upper Division / Declared Major Advising

Upon meeting the requirements for declaration of the major, the student is assigned a faculty advisor from within the appropriate program. The program coordinator assigns a major advisor. The Assistant VP for Curriculum, Advising, and Assessment partners with the professional staff in the Student Success Center to ensure that advising services are available to students year-round.

3.4.3 Goode-Pasfield Center for Learning and Teaching

Faculty may refer to the Goode-Pasfield Center for Learning and Teaching (CLT) those students who seem likely to benefit from the programs of assistance offered. The Goode-Pasfield Center for Learning and Teaching houses the following:

- First-Year and Undeclared Academic Advising
- Subject Tutoring
- The Writing Center
- Academic Coaching and Study Skills Assistance
- Accessible Education Services (affiliated with Student Health and Counseling)
- RC Success Program

Programs are open to all students, except the RC Success Program, which is by invitation. Students are encouraged either to make appointments online or to drop by to seek assistance; they may also be referred by faculty.

3.4.4 PLACE (Career Services)

PLACE (Purpose, Life and Career Exploration) is the on-campus center dedicated to helping students and recent graduates to develop, evaluate, and effectively implement career and life plans. PLACE offers: one-on-one advising and career counseling, including job searching, resume building and mock interviews; self-assessments; connections to internships, job shadowing opportunities, jobs placements, graduate and professional schools, and other meaningful experiences; access to alumni for mentoring and building professional networks; partnerships with academic programs; and other programming to support student development. Students are encouraged to begin the process of purpose discernment and career planning in their first year.

Faculty who wish to include career-related assignments in their courses are encouraged to communicate this information in advance so that the PLACE is properly prepared to assist students. PLACE staff are also glad to speak to your classes upon request. Assistance is also available to faculty advisors as related to career advising for students. References and resources are found on the website at this link: www.roanoke.edu/place

Faculty who need to cancel a class for any reason -- a meeting/conference you must attend, illness, other personal emergencies that might arise -- should consider letting a PLACE staff member use that class block to make a presentation to your students. They will work with faculty to customize a topic most appropriate to the students' year(s) in school, or on a specific topic a faculty member may request.

3.5 Other Academic Programs and Policies

3.5.1 Program Evaluation Process

Program evaluation guidelines specify that all academic major, general education, and honors programs be formally evaluated at least once every six years, through an external program evaluation process. The system was established by the VPAA in cooperation with the Academic Affairs Council, to ensure programs are nationally competitive and distinctive and that the College meets accreditation requirements. Each external program evaluation is facilitated by the School Dean in collaboration with the Office of Institutional Research, Effectiveness, and Planning (IREP), consistent with the process outlined in the evaluation guidelines. Using core data provided by the Director of IREP

as well as benchmark data from other institutions, the program coordinator and/or assessment coordinator, in consultation with program faculty, conducts a self-study culminating in a report assessing program strengths and weaknesses. For the review of the general education program, the self-study is completed by the Senior Director of Inquiry with the General Education Committee (GEC). For the review of the Honors program, the self-study is completed by the Director of the Honors Program with the Honors Program Advisory Group (HonorsPAG).

Typically, for each program under review, external evaluators review the self-study and other relevant institutional data and craft an external evaluator report. An independent advisory panel is formed only if requested by the VPAA, School Dean, GEC or HonorsPAG. When needed, faculty members for panels are recommended by FAC and appointed by the VPAA.

Using the self-study report, the external evaluators' report, and the panel recommendations (if applicable), the program coordinator (academic majors) or program director (general education and honors) works with program faculty, the School Dean, and the VPAA to develop a five-year strategic plan.

3.5.2 Academic Integrity

Every faculty member and every student should be familiar with the [Academic Integrity](#) system at Roanoke College, which articulates the philosophy, defines the violations and penalties, describes the constitution and procedures of the Academic Integrity Council, and clarifies the responsibility of faculty members for enforcing the system. In addition, there are examples of various violations of academic integrity, which faculty members should make sure their students understand.

Each course syllabus must contain a statement that addresses the importance of academic integrity. Any specific expectations for integrity in the particular course should be emphasized. Every faculty member is responsible for upholding the principle of academic integrity at the College (see Section 2.8.1.5).

Faculty members volunteer to serve on the Academic Integrity Council. Faculty who agree to serve will not be subject to any legal action taken as a result of a Council or Panel decision

3.6 Academic and Other Services

3.6.1 Information Technology

Information Technology provides the infrastructure and computing support for internal administrative and academic systems for all students, faculty, and staff.

Among the services offered by IT are:

- High-speed internet and WIFI access
- Microsoft 365 applications (email, OneDrive, calendar, CoPilot, etc.) and network storage areas
- Support with telephone services including voicemail and a comprehensive Faculty/Staff/Student directory available at roanoke.edu/directory
- Installation, configuration, maintenance, and repair of college-owned hardware;
- Media equipment is made available for checkout at the Fintel Library circulation desk, including digital cameras, digital video cameras, voice recorders, laser pointers, HD projectors, and laptops
- A Helpdesk, which is available during all business hours for assistance with common software and hardware issues. Assistance can also be obtained through our ticketing system by emailing support@roanoke.edu

For more information, please visit roanoke.edu/IT or contact the IT Helpdesk via phone: 540-375-2225 or email: helpdesk@roanoke.edu. Business hours are Monday through Friday from 8 a.m. to 5 p.m.

3.6.2 Campus Store

The College's Campus Store is a retail operation located in the lower level of the Colket Student Center, providing students, faculty, and staff with general books, Roanoke College memorabilia, gifts, clothing, and school supplies. Faculty personal purchases are discounted 10 percent (excluding sale items). Purchases for Schools or academic

programs will be discounted and may be charged by persons designated by the School Dean. The Campus Store will also place special orders for individuals or programs. Students will need to purchase their course materials through the Roanoke.Textbookx.com website. The student can choose to have their materials shipped to their homes or to the Campus Store for pickup.

3.6.2.1 Textbooks

All faculty orders for textbooks and course supplies must be placed through the College Campus Store. This makes the required materials available for all students to purchase including those using financial aid. Textbook orders should include the lead author's last name, title, ISBN, publisher, course information (program abbreviation, course number, and section letter), and contact information. Faculty members should place their orders at the online textbook adoption [portal](#) or by emailing bookstore@roanoke.edu. Textbook adoptions should be submitted in the portal or via email by the deadlines listed below:

Spring Semester	October 15
Intensive Learning Term	March 1
Summer Session	May 1
Fall Semester	May 1

Desk and review copies are the responsibility of the faculty member; however, the Campus Store will be happy to provide contact information.

3.6.2.2 Faculty Supplies

Administrative Assistants can place orders for office supplies through Office Depot's online catalog. Faculty and Staff are encouraged to consider sustainability and value when they plan their orders for office and breakroom supplies.

3.6.3 Faculty Administrative Assistant Services

Each academic program is assigned an academic administrative assistant.

4 Administrative and Financial Policies of Interest to the Faculty

4.1 Benefits, Compensation, Leave, Travel

4.1.1 Insurance

4.1.1.1 Health Insurance

The College offers alternatives under the group health insurance plan. Regular employees beginning employment on the first day of the month are eligible for coverage immediately. Persons beginning employment after the first of the month are eligible on the first of the following month. The College and the employee share the cost of the premiums. Dependent coverage is available. Spouses with coverage through their employer must take coverage through their employer. Employee's portion of the premium is paid via payroll deduction and may be tax-sheltered through the Premium Conversion program.

4.1.1.2 Dental Insurance

The College offers two alternatives under the group dental plan. Employees have the option to select from two different dental insurance plans. Persons beginning employment after the first of the month are eligible on the first of the following month. The College pays the premium for the employee under the low option. Dependent coverage and a high option are available with the employee paying the additional premium.

4.1.1.3 Vision Insurance

The College offers a vision insurance program that provides coverage for eye exams, corrective lenses, and discounts on other services, such as Lasik. The employee pays the full cost of this benefit.

4.1.1.4 Flexible Spending and Health Savings Accounts

The College offers both medical and dependent care flexible spending accounts. Additionally, the College offers a health savings account if the employee is enrolled in a high-deductible health insurance plan. Flexible and Health Savings Accounts allow an employee to set aside pre-tax income to later be reimbursed for out-of-pocket medical, dental, vision, and daycare expenses.

4.1.1.5 Life Insurance

Life insurance coverage is provided with the premium paid by the College. Coverage provided by the College is equal to an employee's annual salary (rounded up to the nearest thousand) with a maximum value of two hundred thousand dollars (\$200,000). Eligibility is established in the same manner as health insurance. Employees may purchase additional life insurance, if desired, through payroll deduction.

4.1.1.6 Short and Long-Term Disability

The purpose of disability payments is to provide assurance to the faculty member of the continuation of an adequate income in the event of disability. While faculty are not eligible for short term disability insurance, we offer a salary continuation for up to 24 weeks for injuries or illnesses that render an employee incapable of working. Medical 92 certification and college approval are required to receive salary continuation. While out on salary continuation, benefits are paid through College payroll and are subject to normal tax and benefit deductions.

After one year of service, faculty members are eligible to participate in Long Term Disability Insurance (LTD). The current Long-Term Disability plan will pay eligible employees approximately 60% (including Social Security benefits) of the base salary until recovery, death, or attainment of retirement age, whichever occurs first.

Contributions are also made to the retirement plan during approved periods of LTD. The employee will work with the college's disability vendor to obtain approval for the leave and will be paid by the vendor.

4.1.1.7 Social Security Insurance

Federal Social Security provides a variety of benefits including retirement payments, death benefits, disability insurance, and monthly income payments to certain dependent survivors of covered employees. A percentage of the gross wage or salary is deducted as an employee's contribution for this protection. The College contributes an amount equal to that deducted from wages or salary. The Social Security programs are in addition to the benefit programs for employees administered by the College. Normally, employees will be eligible to receive a monthly income from Social Security when they retire or become permanently disabled.

4.1.1.8 Worker's Compensation Benefits

If injured as a result of work for the College, an employee may receive benefits under Virginia's Worker's Compensation Act (Act). The cost of these benefits is supported entirely by the College. If eligible for benefits, an injured employee will have all of their medical, hospital and surgical expenses related to the work-related injury paid, and if you miss time from work, you may also be eligible to receive a lost wage benefit that pays a portion of your pre-injury wages.

If you are injured on the job, you should report it to your supervisor so medical attention can be given and to ensure that you receive the benefits which may be paid under worker's compensation. You must also make a detailed report to Human Resources within 24 hours of the injury, unless the injury prevents you from making this report.

4.1.1.9 Unemployment Insurance

Unemployment compensation provides income if employees become unemployed through no fault of their own. Employees pay no part of the tax which provides this benefit. The entire cost is paid by the College.

4.1.1.10 Conversion of Group Insurance

Generally, all benefits terminate on the first of the month following separation from employment. If eligible, employees who are separated have the right to continue group health, dental, vision, and life insurance by paying the full cost of College premiums, plus an administration fee. This is commonly referred to as COBRA coverage. Human Resources will notify our COBRA carrier upon separation, and they will send the employee enrollment forms and information. Please make sure Human Resources has your correct address on file to send to the COBRA carrier.

4.1.1.11 Liability Insurance / Errors and Omissions

The College maintains comprehensive general liability on its employees. This insurance includes educator's legal liability coverage and automobile liability coverage on College-owned vehicles. Details on these coverages are available in the office of the Vice President for Business Affairs.

4.1.2 Leaves

4.1.2.1 Sick Leave and Maternity Leave

In the case of serious or extended illness, special arrangements will be worked out among the individual faculty member concerned, the School Dean and the Dean of the College (see Section 2.8.4). These arrangements will also apply to maternity leave. Human Resources will be consulted as needed for absences that trigger other benefits, such as the Family and Medical Leave Act (FMLA) and disability.

4.1.2.2 Military Leave

Extended unpaid military leaves of absence during national emergency will be granted, with subsequent reinstatement guaranteed under existing federal laws. Members of a military reserve unit subject to annual training will be granted the necessary time off. Upon presentation of military pay vouchers, the College will pay the difference between military service pay and College pay, if the latter is greater. While in military service employees accrue longevity.

4.1.2.3 Election Leave

An employee who serves as a member of a local election board, as an assistant general registrar, or an officer of election is eligible for an unpaid leave of absence to serve at a polling place on election day, and/or at a meeting of the election board following the election to ascertain the election results, provided the employee provides at least one-week prior written notice. No employee who serves four (4) hours or more, including travel, on the day of service shall be required to start any work shift that starts between 5:00 p.m. on the day of service, and 3:00 a.m. on the next day.

4.1.2.4 Parental Leave

Roanoke College is committed to supporting its eligible faculty and staff with parental leave following childbirth or adoption. Parental leave is for an employee to care for a newborn or newly adopted child(ren), under the age of eight.

Eligibility

Benefits are payable when an employee has worked for the College for at least one year and has worked at least 1,000 hours during the previous twelve (12) months and expects to remain continuously employed for one calendar year following the conclusion of leave (subject to contract renewal for faculty members).

Parental Leave is available to spouses, domestic partners, and birth parents who are otherwise eligible under this policy.

This program does not apply to faculty or staff in temporary or visiting appointments.

Benefits

The college will pay 100% of wages as a form of salary continuation for an employee to care for a newborn or newly adopted child(ren). Pay will be computed on the base salary (as defined for retirement contributions) and will not include any overtime or other supplemental pay and will be subject to all standard withholdings and authorized deductions.

This parental leave will be provided immediately following the birth or adoption of a child, beginning at the time of arrival of the child and running consecutively, except in extraordinary circumstances (such as, but not limited to, medical complications for the mother or child) where other leave timing is approved by the divisional leader in consultation with human resources.

In the case of adoption, eligible faculty and staff may take parental leave before the actual adoption of the child, where approved by the divisional leader, for circumstances where the employee needs to be away from responsibilities for the adoption to proceed (e.g., travel to another country to complete the adoption).

Other provisions for salary continuation include:

- If both parents are eligible employees, both employees are entitled to 12 weeks of leave.
- It is expected that the employee will return to work after the twelve-week period. Employees who do not return to work and do not give the College written notice of intention not to return at least three (3) weeks prior to the scheduled return date may be required to reimburse the College for the amount received under this policy, unless the employee is medically unable to return to work.
- Paid parental leave will not extend unpaid leave available under the Family and Medical Leave Act (FMLA) policy. Rather, such paid leave will run concurrently with any FMLA leave available. This benefit will also run concurrently with the College's short term disability policy, if applicable.
- Roanoke College will maintain medical coverage and any other insurance benefits at the same contribution level as while the employee is working. If the employee does not return to work after the expiration of the leave, the employee will be required to reimburse the College for any College contribution made on the employee's behalf during the leave, except if medically unable to return to work.
- The College may require that an employee provide reasonable documentation to confirm the eligibility basis and dates for parental leave. Such documentation may include, but is not limited to, a health care provider's certification of pregnancy, the child's birth certificate, certificate of adoption, or other appropriate documents, as applicable.
- One parental leave benefit is available per employee, per birth, adoption, or placement event. The number of children involved does not increase the length of leave granted for that event.
- Eligible employees who choose not to take advantage of this benefit may not request payment or schedule/load adjustments in lieu of taking paid leave. No unused parental leave will be paid upon the termination of employment.
- For staff members, if a scheduled holiday or closure falls within the leave period, the day(s) will count as a holiday or closure.

Special Considerations for less than 12-month Faculty and Staff:

In the event of a childbirth or adoption occurring during a period in which a faculty or staff member would not normally be scheduled to work (e.g. Christmas break, the summer months, etc.), this paid parental leave benefit will only apply for any balance of the 12 weeks that the employee would otherwise have been expected to be back to work. For example, if a faculty member gives birth or adopts two weeks before the start of the fall term, they would receive 10 weeks of paid parental leave beginning at the start of the fall term. If the paid parental leave period ends during a semester, the faculty member has the option to either take a leave of absence without pay for the rest of the semester, or return fully to work, unless there is a need for short-term disability benefits.

Arranging teaching and advising replacement during the semester(s) a faculty member is out on leave is the responsibility of the Assistant Dean, in consultation with the School Dean and Academic Affairs.

An untenured faculty member who becomes the parent of a child through birth or adoption during the tenure probationary period shall be entitled to a one-year extension of the probationary period. (This is in addition to any other extension to which a faculty member is entitled in accordance with the *Faculty Handbook*.) An untenured faculty member who may qualify for an extension shall notify the vice president as soon as the need for an extension becomes apparent, but in no event later than June 30 of the year prior to the academic year in which the tenure review would otherwise occur. Such requests will be addressed in accordance with the general policy on requests for extension set forth in the *Faculty Handbook*.

Faculty Requesting Parental Leave

Faculty who will be requesting Parental Leave under this policy must notify the Assistant Dean, School Dean, the Vice President for Academic Affairs, and Human Resources as soon as the need for such leave is foreseeable. In order to request leave for the fall term, leave must be requested no later than May 1 of the previous term. For leave in the spring term leave must be requested no later than September 1 of the previous term. The College reserves the right to deny or delay the granting of paid parental leave where notice is not given in a timely fashion.

4.1.2.5 Virginia Donor Leave

Eligible employees may take leave for the purpose of donating one or more of their organs, including bone marrow, to be medically transplanted into the body of another individual. Written physician verification of medical necessity for the donation of an organ or bone marrow by the eligible employee to take Virginia Donor Leave will be required. Employees may be eligible for:

1. *Organ donation*: up to 60 business days of leave in any 12-month period to serve as an organ donor.
2. *Bone marrow donation*: up to 30 business days of leave in any 12-month period to serve as a bone marrow donor.

Employees are eligible if they have worked for at least a 12-month period and 1,250 hours during the preceding 12 months. We use the same 12-month period definition as our Family and Medical Leave Act (FMLA) policy.

Virginia Donor Leave is separate from an employee's rights under the FMLA within the same year. Health insurance for eligible employees continues during organ donor leave and employees are responsible for paying their portion of the premiums during leave. Eligible employees are entitled to be restored to the same or an equivalent position and retaliatory action for taking organ donor leave is prohibited.

4.1.2.6 Domestic Violence Leave

Except as noted, an employee who is a Victim (defined) of a crime of domestic violence will be granted time off from work without pay to be present at all criminal proceedings related to the crime against that employee, so long as the employee provides the College with a copy of the form provided by the law enforcement agency. The term "Victim" applies if the employee is (i) the actual victim, (ii) is the spouse or child of the actual victim, (iii) the parent or legal guardian of the actual victim who is a minor, or (iv) the spouse, parent, sibling or legal guardian of such person who may be physically or mentally incapacitated. The criminal proceedings covered are the initial appearance, hearings regarding bail, the trial, plea hearings, sentencing, and probation. A request for time off under this policy will be approved, unless the College determines that granting the time off will create an undue hardship for the College. An employee granted unpaid leave under this policy may use accrued personal leave to receive pay for missed time.

4.1.2.7 Coverage Continuation During Leaves of Absence

With regard to unpaid leaves of absence granted in accordance with the Family and Medical Leave Act of 1993, the College will pay all insurance premiums normally paid by the College for a period not to exceed twelve weeks. With regard to unpaid leaves of absence which do not fall within the guidelines of the FMLA, the College will pay all insurance premiums normally paid by the College for a period of six weeks from the employee's last day of paid

service. Should the employee remain on leave longer than the twelve or six-week period, the employee may continue as a member of the plans (in accordance with individual plan provisions) by paying the entire monthly premiums to the College in advance.

4.1.3 Change in Annual Salary

- a. Assistant Deans and/or School Deans will evaluate, according to Section 2.5.3, the performance of each member of a School (see Section 2.5).
- b. In years when salary increases are available, School Deans will recommend to the VPAA the merit portion of any salary increases for each member of a School. The salary recommended shall reflect the Assistant Dean or School Dean's evaluation of the faculty member in the areas of teaching, advising effectiveness (if applicable), professional development, and professional service.
- c. The VPAA shall, after discussing the performance evaluation and salary recommendation, make a determination of the salary change for each individual and will confer with the Dean before making a final decision.
- d. The salary information will be included in the faculty member's annual salary letter.
- e. Each faculty member has the option of meeting with the School Dean to discuss the salary information.
- f. At the conclusion of this process, the VPAA sends salary letters to individual faculty members.
- g. Faculty members who have been granted reassigned times will be evaluated by the VPAA for any compensation adjustments that may be based upon their performance of the tasks for which their reassigned times were granted.

4.1.4 Professional Travel

Modest funds are provided for professional travel. To receive money for travel, the faculty member must follow the procedure outlined below.

- a. Secure the approval of the School Dean. If sufficient program or School funds are not available, application may be made:
 - 1. through the VPAA for supplemental Faculty Professional Advancement funding, providing that the faculty member is actively involved in a program (presenting a paper, etc.).
 - 2. through the chair of the Faculty Development Committee for research activities requiring travel and for faculty development travel (workshops, short courses, etc.).
- b. Complete a Travel Authorization Form (available from the Business Office).

4.1.5 Travel Requests

- a. The College's current travel policy and related forms are posted on the College's website, in the Business Office Forms and Policies section. Please consult the site prior to travel, as guidelines and forms are periodically updated.
- b. College-issued credit cards are available for use when traveling. Please review the current credit card policy posted on the College's website, in the Business Office Forms and Policies section, or contact the Business Office for details.
- c. If the College is to pay for travel expenses, travel must be approved by the School Dean and/or the VPAA.

- d. College-owned automobiles may be reserved for official College travel (see Section 3.5.7). Reimbursement for the use of private automobiles may be approved if College automobiles are not available. The College mileage reimbursement rate is equivalent to the federal rate.

4.1.6 Travel Liability

- a. Roanoke College does not provide for students any special types of accidental injury or medical insurance, other than what is offered through the College's student insurance program. Those students who are still covered under their family's hospitalization insurance program will have available to them whatever coverage those individual programs may offer.
- b. Roanoke College also does not provide any automobile liability or physical damage insurance for students who may desire to use their personal vehicles while participating in any of these programs. It is suggested that students using their personal vehicles for any of the aforementioned programs review their personal insurance policy to ensure that they are carrying adequate coverage.
- c. Roanoke College does provide liability insurance for faculty who are supervising and/or directing students in College-sponsored travel. See the Administrative Assistant – Vice President of Finance and Administration for details.

4.1.7 Expense Reimbursement

The Business Office can facilitate properly authorized reimbursements of employee business expenses in accordance with established Roanoke College Purchasing and Travel Policies. In order to receive reimbursement for expenses all receipts must be attached and submitted to the appropriate business manager using the online payment portal. These policies and website to the portal can be found online under the Business Office Forms and Policies webpage. Expense reimbursements will be paid by direct deposit within 1-2 weeks of submission to the Business Office.

4.1.8 Exchange Programs

In addition to the tuition remission policy of item 2.14.15, the College participates in three (3) tuition exchange programs so that children of eligible employees may attend other Colleges tuition-free or at reduced tuition. These exchange programs include the Evangelical Lutheran Church in America (ELCA) program, the Tuition Exchange (TE) program, and the Council of Independent Colleges Tuition Exchange Program (TEP). Please contact Human 96 Resources for additional information. The deadline to apply for these benefits for the upcoming academic year is December 31 of each year.

4.2 Safety, Maroon Alerts, Weather

4.2.1 Safety and Security Policy

Safety and security are of paramount importance at Roanoke College as we seek to protect the well-being of students and employees. Campus Safety staff members are available 24 hours a day to ensure the safety and security of the students, staff, faculty, and visitors on our campus.

The emergency phone number is extension 2310 for all on campus emergencies.

To safeguard the welfare of students and employees, you are urged to be alert to the presence of suspicious events or persons on campus. Please notify your supervisor or Campus Safety immediately of such persons or circumstances.

The philosophy that every accident can be prevented has been adopted as a cardinal College rule. All reasonable action will be taken to ensure safe and efficient work operations. Consequently, employees are responsible for both their personal actions and safe conditions in their work areas. Any unsafe condition or procedure should be immediately reported to your supervisor for corrective action.

If you have any questions or suggestions for safety or security, be sure to speak with your supervisor, Human Resources or Campus Safety. Your full cooperation and active participation are required for our safety and security programs to attain maximum effectiveness.

Accidents Occurring on the Job - All job-related accidents and injuries involving employees, no matter how minor they may seem, must be reported immediately to the employee's immediate supervisor and to Human Resources so the necessary incident report may be completed. Prompt reporting of accidents expedites processing of claims. Benefits may be lost unless accidents are reported promptly. Employees are expected to be safety conscious, to work safely, and to report safety hazards to their immediate supervisors without delay. Further information on worker's compensation benefits may be found in Section 2.14.8.

Accidents to Visitors - Accidents involving visitors should be reported immediately to the nearest supervisor. If emergency medical services are needed, dial Campus Safety at extension 2310 or 911 and report the need for medical assistance to the Dispatcher. The Dispatcher will contact the City of Salem 911 Center for you and dispatch a Campus Safety Officer to assist. Do not attempt to move an injured person yourself; wait for assistance. Be alert to conditions causing an accident and to any unusual circumstances which might aggravate an injured person's condition. Listen carefully to the injured person's report of the accident, but avoid any statements concerning cause, fault, or liability. An accident report should be prepared by the supervisor in charge or by the department head or supervisor in the vicinity. Campus Safety will also assist in documenting the incident.

Fire and Disaster Plan - Fire is always a potential hazard and the importance of fire prevention cannot be overemphasized. Each employee is responsible for adhering to the basic rules of fire prevention. All requests for fire or rescue assistance should be made by calling the Campus Safety Dispatch Center at extension 2310 or 911. The College has developed a comprehensive safety, fire, and disaster plan to instruct employees in their responsibilities. This plan is available for review in each department and in Campus Safety. Fire exit routes and alarms are posted in every building. It is the duty of all employees to become completely familiar with these regulations and with their individual responsibilities for the area in which they work. Fire and disaster drills may be conducted at regular intervals. Whenever a building fire alarm is activated, all occupants are expected to evacuate immediately. Failure to comply with established fire, safety, and disaster rules, as well as carelessness affecting personal safety is considered a serious offense.

Motor Vehicle Policy - It is the combined responsibility of the College and its employees to ensure that all college vehicles are operated in a safe manner. Any employee operating a college vehicle must possess a valid driver's license.

The College may, at any time, request an employee to provide a current copy of his/her driving record and/or proof of a valid license. Should an employee have his/her license suspended or revoked, that employee may not operate a College vehicle under any circumstances. An employee who routinely operates a College vehicle in the course of his/her job duties must advise his/her supervisor immediately of any license suspension or revocation. The College reserves the right to terminate an employee whose job requires the operation of a College vehicle should that employee lose his/her license.

Guidelines for the operation of College motor pool vehicles are outlined in the Motor Pool Policy, available from the Office of Campus Safety. Employees are expected to adhere to the procedures and regulations contained in these guidelines. Any misdemeanor or criminal conviction resulting from an employee driving a College motor pool vehicle will be evaluated and may be grounds for disciplinary measures, up to and including dismissal.

Employees who operate their personal vehicle or a borrowed vehicle while traveling on College business must have primary insurance coverage under that vehicle's insurance policy. When an employee uses his or her personal vehicle to travel on College business, the insurance on that vehicle is primary for damages to the vehicle used and any other vehicles or property, should the employee be held responsible for such damages.

When an employee drives a College-owned vehicle or a College-leased vehicle is coverage provided under the College's insurance. College insurance provides coverage for damages to the College's vehicle, a College-leased vehicle, and any other vehicles or property, should the employee be held responsible for such damages.

4.2.2 Violence or Threats on Campus

All threats or situations that have the potential for violence on campus or to the College's students must be taken seriously and require timely action to prevent or minimize an occurrence. This includes threats by co-workers, supervisors, students, family members of employees or students, vendors, guests, or a member of the public. Acts or threats of physical harm or violence which include, but are not limited to, acts of physical or verbal threats of harm, possession or brandishing a weapon, use of menacing, threatening or intimidating language, stalking behavior, or acts of coercion, which are directed towards another person (whether it be a student, employee or visitor) that occur on College property (or that occur elsewhere and involve students of the College,) cannot and shall not be tolerated. Any employee determined to be responsible for a threat (or actual) violence, or other violation of this policy will be subject to prompt disciplinary action up to and including immediate termination of employment.

All employees need to be alert for situations where conflicts arise among students, between employees, or between employees and others that could escalate to a dangerous level. Any employee who becomes aware of a threat or a situation that has the potential to result in violence is expected to report the matter immediately to Campus Safety and/or Human Resources.

To report security or safety concerns seek immediate assistance:

Campus Safety – on campus (extension 2310)

Campus Safety – off campus (911)

When reporting a threat or act of violence, you should be as specific as possible. Do not put yourself in peril. If you see or hear a physical disturbance, do not try to intercede or see what is happening, unless you are a Campus Safety Officer or an employee who has been trained to intervene.

Likewise, any employee who becomes aware of any threats or menacing conduct towards any college student, toward the College, or towards any of its employees, as a result of a social media posting or other electronic means (e.g., text message) is urged to immediately notify Campus Safety.

Employees experiencing a conflict in their personal lives that involves a risk that a non-employee may come on campus or into the workplace and may cause disruption to College operations or threat of violence to the employee or others, shall promptly inform their supervisor, Human Resources, and Campus Safety.

4.2.3 Weapons in the Workplace

Roanoke College is committed to providing a safe and secure learning and working environment for students, faculty, staff, and visitors in campus buildings and on college grounds. The use, possession and storage of all firearms, weapons, explosives, or other dangerous articles are prohibited on all properties owned, leased, or otherwise controlled by Roanoke College. Items resembling firearms, explosives, or other weapons are likewise prohibited on College properties. Firearms and other weapons carried by duly authorized law enforcement officers or college Campus Safety Officers are exempt from this policy.

4.2.4 Inclement Weather Policy and Procedures

As a largely residential institution of higher education, every effort must be made to maintain the college's normal operations during periods of inclement weather. Faculty will be notified of delays and closings via Maroon Alerts and email. Additionally, local radio and television stations will be contacted with schedule changes. Pay policies for such events are outlined in Chapter 5. The College has an Inclement Weather Plan which is published on the college website.

To maintain certain critical functions during inclement weather periods, personnel in Campus Safety, Health Services, Residence Life, Dining Services (all areas), Housekeeping, Grounds, and Plant are designated as essential personnel and must report to work when the College is closed or operating on a delayed schedule. Other staff may be designated as essential personnel at the discretion of the College.

If the College is not closed and an employee is unable to report to work due to inclement weather, inform your Assistant Dean and ensure your classes and appointments are covered or moved to a virtual meeting platform such as Teams.

4.2.5 Maroon Alerts

Maroon Alerts is Roanoke College's emergency notification system. It allows college officials to contact students, faculty, and all staff via text messages sent to cell phones and similar devices, as well as to send instant e-mail communications in the event of an emergency or severe weather conditions. Notices also are sent when weather emergencies necessitate a closing or delayed schedule for the College.

New employees will be automatically enrolled in Maroon Alerts upon employment unless they elect to opt out at that time. Existing employees may opt out by contacting Human Resources. Employees may also contact Human Resources at any time to re-join.

4.3 Accommodations

4.3.1 Animals in the Workplace

Roanoke College seeks to provide a safe, non-threatening and healthy working environment for all employees, students, and visitors. In order to assure the safety of our campus community, the following guidelines have been established and must be followed by those desiring to bring animals to campus.

- It is the owner's responsibility to ensure that they comply with all State and City laws and ordinances governing licensing and vaccinations, and that their animal is healthy and poses no health risk to humans as carriers of active infections, parasites, etc.
- Animals are not permitted in the Colket or Cregger Center with the exception of guide and service animals, or individual personal office space.
- Animal owners are liable for any and all injuries and/or damages caused by their animals to persons and/or property.
- No animals are allowed to become a nuisance to members of the Roanoke College community. This includes physical harm to humans and/or other animals, or causing fear of harm, allergic reactions, excessive noise, and destruction of property. If individuals in your area are allergic to or have a fear of animals, the animal will not be allowed in their space or common spaces that those individuals must use.
- Animal owners must clean up after their animals. Animal owners are expected to carry suitable containers for the removal and proper disposal of animal waste.
- Animals must be on a leash at all times in public areas. Under no circumstances are animals to be left unattended and are to be attended by their owners to ensure obedient behavior.
- Animal owners may not use college resources or other college personnel to tend to or monitor their pets. Owners are solely responsible for their animals and must be with them at all times when they are on college property.
- Individuals experiencing a problem with an animal on campus should bring the issue to the attention of the animal owner or the animal owner's supervisor. Animal owners must be respectful and responsive to students and colleagues by taking responsibility for correcting any such problems.

It is expected that animals will not be constantly present in buildings and visits to campus buildings will be infrequent and not for long periods of time. Exceptions may include:

- Service animals for individuals with disabilities will be allowed.
- Animals of employees whose job requires them to reside on campus.
- Animals of faculty members in residence in a campus apartment may be allowed with proper authorization from the supervisor.

Supervisors have the final authority in determining whether it is appropriate for animals to be in specified areas. Requests under these guidelines should be directed to the Vice President of the division of the requestor.

4.3.2 Disability Accommodations

If an applicant or current employee is a qualified individual with a disability, then the College, upon request, will evaluate and provide “reasonable accommodations” that are designed to allow the employee to perform the essential functions of their job. The employee is responsible for requesting an accommodation and for providing medical and other documentation to assist the College in understanding the nature of the employee’s disability and the accommodations sought. A request for an accommodation should be made to the employee’s direct supervisor unless the employee is unable to or uncomfortable discussing the situation. In the latter case, the request shall be made to Human Resources.

The College has the ability to consider a range of options for accommodations that will reasonably accommodate the employee or applicant’s needs and is not limited only to the specific approach requested. The process of determining the need for and the form of reasonable accommodation is intended to be interactive and cooperative in nature with the employee or applicant.

An accommodation that would impose an “undue hardship” on the College (as defined by Federal law) or that even if provided would not eliminate or pose a significant risk of substantial harm to the health or safety of the individual or others, may not be considered a “reasonable accommodation.” In either of these situations, the College may not be able to accommodate the employee. For this reason, the individual requesting the accommodation is expected to cooperate with the College and its request for information so that the College can make a fair and informed determination as to the request for an accommodation.

4.3.3 Religious Accommodation

The College is committed to respecting the sincerely held religious beliefs of its employees. Upon request, the College will provide reasonable accommodations to employees to facilitate the observance of religious practice or belief, provided the accommodation will not create an undue hardship. For example, accommodations may include, but are not limited to, schedule changes, leave for religious observances, or permitting an employee to wear religious dress or utilize religious grooming practices.

If an employee desires an accommodation for a religious belief, then they must notify their supervisor or Human Resources. In doing so, the employee shall provide a description of the requested accommodation and the reason for the request. A written request is preferred but not required.

The College will make determinations concerning religious accommodation requests on a case-by-case basis and will rely on fact-specific inquiries to determine if the need exists and if an accommodation as requested should be provided, or offer an alternative accommodation which may be more appropriate under the circumstances.

Retaliation of any kind against an employee for requesting an accommodation as a result of disability or religious beliefs is prohibited. Any employee who experiences retaliation shall immediately report the circumstances to Human Resources. Prompt and effective action may be taken to prevent or remedy any such action(s) including disciplinary action, where appropriate.

4.3.4 Prohibition of Improper Conduct, Discrimination, Harassment, and Retaliation

In support of applicable law, our EEO, Bias and Non-Discrimination policies, the College prohibits all forms of discrimination or harassment based on a person’s protected status, regardless of who engages in the inappropriate behavior, e.g., supervisor, co-worker, and even non-employee. All employees have the right to be free from all forms of unlawful harassment or discrimination. To help ensure this occurs, the College will take steps to prevent the occurrence of such acts and has a clear process for raising complaints and concerns to ensure that all issues can be appropriately investigated, and remedial and corrective action is taken as appropriate.

This policy is not limited to prohibitions of “in-person” interactions. Employees may also violate this policy while using an electronic device such as a computer, smartphone, or other forms of electronic communication. In particular, employees may violate this policy if they post inappropriate content on social media sites, or other

internet sites, or engage in other harassing or intimidating conduct by electronic means. It is important to emphasize that this policy and its prohibitions apply at all times. As a result, employees may violate this policy even if they engage in conduct while “off duty” or not at work.

If offensive or inappropriate conduct relates to Sexual Misconduct, please refer to the College’s Sexual Misconduct & Title IX Policy and related procedures involving the Title IX Coordinators.

Equally important, the College will not tolerate any form of retaliation or adverse action against an employee because the employee makes a complaint under this policy or has engaged in conduct protected by law.

See the Complaint Process and Procedures for information on how to report concerns or to file a complaint.

4.4 Conduct and Professional Expectations

4.4.1 Policy Statement on Substance Abuse

1. The College's substance abuse policy, as it applies to faculty members, is as follows:
2. Comprehensive health care benefits are available through our health insurance policy for treatment of alcohol and drug problems.
3. The Employee Assistance Program (EAP) provided by the College offers free, confidential short-term counseling and referrals for substance abuse problems, both for the abuser and for family members dealing with the abuse problem of a loved one. Employees are encouraged to seek help voluntarily through the EAP.
4. When an employee's job performance or behavior reasonably suggests a substance abuse problem, the employee may be directed to seek help either through the EAP or through a personal physician.
5. Any employee who seeks rehabilitation through an inpatient program will receive the support of the College, including an unpaid leave of absence for up to twelve weeks. Although an employee's rehabilitation efforts will be supported, participation in any program will not serve as protection against the normal disciplinary process associated with job performance and behavior.
6. Employees under the influence of alcohol or illegal drugs while on the job may be subject to disciplinary action, up to and including dismissal (also see Section 2.8.1.5).
7. Employees using prescription medication capable of impairing job performance must advise their supervisor immediately of such use. The substance involved and the duties of the employee will be reviewed (also see Section 2.8.4).
8. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance while on College premises or during the conduct of College business is prohibited and will result in appropriate disciplinary action (also see Section 2.8.1.5). Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.
9. It is the policy of the College to maintain a drug-free workplace. As a condition of employment, employees must abide by the College policy on substance abuse and must report any conviction under a criminal drug statute for conduct in the workplace within five days after conviction.
10. A complete statement of Roanoke College's Drug-Free Workplace statement can be found in the Appendix.

4.4.2 Tobacco Policy

Smoking and tobacco use is not permitted in any campus buildings.

4.4.3 Personal Relationships Policy

Upholding the equity and integrity of the College requires us to maintain professional relationships with students and avoid conflicts of interest between professional responsibilities and personal relationships. Employee-student relationships or interactions, violating the guidance below, even mutually consenting ones, may interfere with a student's pursuit of learning and the fundamental integrity of the academic and workplace environment.

Virtually all College employees are, or can appear to be, in a position of power or authority, directly or indirectly, over students. Many students are at a stage in their development when they may be particularly vulnerable to the influence of employees who are in positions they believe can affect the terms and conditions of a student's standing at the College.

Because of this, we prohibit romantic, sexual, and exploitative relationships between College employees and students. Reports of policy violations will be handled with as much confidentiality and sensitivity as possible subject to our obligation to investigate and determine appropriate action in response to the report.

If a student initiates inappropriate behavior toward an employee, that employee should promptly document the incident and report it to a supervisor or human resources.

This policy is intended to work alongside of, and in coordination with, other campus policies regarding appropriate conduct. In the event that any such relationship is reported and confirmed to be in violation of this policy, the employee is subject to reprimand or disciplinary procedures in accordance with the appropriate sections of the *Faculty or Staff Handbook*. Retaliation against individuals who report in good faith or participate in any investigation process is strictly prohibited.

Even consensual relationships can have unintended adverse effects on both the student and the educational environment of the College. In some cases, such a relationship can end unhappily or become problematic, resulting in allegations of other policy violations such as our sexual misconduct policies.

Some circumstances in which employees work with students can have the potential for the exploitation of students. For example, a work-study student should not be asked to perform services that go beyond the work-study assignment, e.g., childcare or running personal errands. If an employee believes such a request may be appropriate separate from the work-study assignment, the employee must make clear that the student may decline such personal invitations without any adverse consequences. This is only permissible if the student agrees voluntarily, is offered and accepts a fair wage for services paid for by the employee, and one which bears no relationship to the continuation of, or the evaluation of, the work-study assignment.

There are exceptional circumstances in which the spouse or partner of a College employee takes classes and becomes a student at the College. This policy does not apply in such limited circumstances provided that the employee discloses the relationship to their supervisor or human resources and obtains approval based on the facts. Further, in its sole discretion, Roanoke College reserves the right to allow exceptions based on unusual circumstances, such as an established, consensual romantic involvement prior to hire. The President, in consultation with Human Resources, is the administrative officer who determines whether an exceptional circumstance applies.

4.4.4 Standards and Policies Regarding Technology Use

Use of Computer Facilities

Access to computer systems and networks, including the information placed on or distributed through these systems and networks owned or operated by Roanoke College, imposes certain responsibilities and obligations on the user and is granted subject to College policies and local, state, and federal laws.

Appropriate use always is ethical, reflects academic honesty, and shows restraint in the consumption of shared resources. It demonstrates respect for intellectual property, ownership of data, system security mechanisms, and individuals' rights to privacy and to freedom from intimidation, harassment, and unwarranted annoyance. For more information on this policy, please visit the IT website for full compliance regulations.

File Sharing

Roanoke College's compliance with Section 668.14 of the Higher Education Act of 2008, commonly known as the Peer-to-Peer Provision, includes compliance in five main areas (Technology Based Deterrents, Combat Infringements, Legal Alternatives, Communication and Periodic Review). Once an offending violation has been identified through normal monitoring activities or brought to the attention of the College by a third-party, the DMCA representative at dmca@roanoke.edu instructs a member of that team to identify the offending user and take action to halt the offending violation. The student and details of the violation are then reported to the Dean of Students Office for educational follow-up and potential disciplinary action.

Confidentiality

The Family Educational Rights and Privacy Act of 1974 (commonly referred to as the "Buckley Amendment" or "FERPA") is designed to protect the confidentiality of the records that educational institutions maintain on their students and to give students access to their records to assure the accuracy of their contents. The act affords you certain rights with respect to your education records. They are:

1. Access to Education Records: the right to inspect and review your education records within 45 days of the day the College receives a written request for access, any time after your matriculation.
2. Request for Amendment of Education Records: the right to request amendment of your education records if you believe they are inaccurate or misleading.
3. Disclosure of Education Records: the right to consent to disclosures of personally identifiable information in your education records, except to the extent that the act or any superseding law authorizes disclosure without your consent.
4. Compliance: the right to contact the Family Policy Compliance Office with a complaint concerning the College's compliance with the requirements of the Buckley Amendment. For more information, contact the Registrar's Office.

Release of Directory Information

In the interest of protecting the privacy of student records and in compliance with legislation passed in 2019 by the Virginia General Assembly, directory information for Roanoke College students is only available through login authentication using Roanoke College credentials.

Non-public disclosure of student address, telephone number, and email address may be allowed for the following purposes: (1) use within the Roanoke College community, including but not limited to those that facilitate student participation in courses, programs, and experiences, communications to and from the College and members of the College community, and student directory information, and (2) use in College processes and operations as needed to conduct College business.

Requests for non-disclosure may be made by currently enrolled students. To withhold disclosure, written notification must be made to the Roanoke College Registrar's Office. Requests are in effect from the date received in writing from the student until rescinded in writing by the student. Students should understand that, by withholding directory information, some information considered important to students might not reach them.

Identity Theft

The risk to the College, its employees and students from data loss and identity theft is a significant concern to the College and can be reduced only through the combined efforts of every employee, student, and vendor.

The College developed and adopted this Identity Theft Prevention policy pursuant to the Federal Trade Commission's (FTC) Red Flags Rule, which implements Section 114 of the Fair and Accurate Credit Transactions Act of 2003. This program is to help protect employees and students from damages related to the loss or misuse of sensitive information.

This policy enables the College to protect existing employees and students, reducing risk from identity fraud, and minimizes potential damage to the College from fraudulent new accounts. The program will help the College identify risks that signify potentially fraudulent activity within new or existing covered accounts; detect risks when they occur in covered accounts; respond to risks to determine if fraudulent activity has occurred and act if fraud has

been attempted or committed; and update the program periodically, including reviewing the accounts that are covered and the identified risks that are part of the program.

4.4.5 Guidelines

Resources include, but are not limited to, micro-computers, workstations, printers, and other computer systems, CPU time on computers and supporting supplies. In making appropriate use of resources you must:

- a. comply with local, state, and federal laws for materials made available on the Internet.
- b. use copyrighted materials only with the prior approval by the copyright holder.
- c. use resources only for appropriate purposes, such as, but not limited to, assignments given by instructors, College related work, and communication. Inappropriate use is described in the section below.
- d. discontinue your use of the College computer for personal or recreational activities if no other resources are available for others to use for course work or College business. For example, if you are using a computer lab and the room is full, you should discontinue your use of a computer so one will be free for students who need to work on class assignments.
- e. protect your user id (user account) from unauthorized use. You are responsible for all activities on your user id.
- f. access only files and data that are your own, that are publicly available, or to which you have been given authorized access.
- g. use only legal versions of copyrighted software in compliance with vendor license requirements.
- h. be considerate in your use of shared resources. Refrain from monopolizing systems, overloading networks with excessive data, or wasting computer time, connect time, disk space, printer paper, manuals, or other resources.
- i. In making appropriate use of resources you must NOT:
 1. violate any laws.
 2. use another person's user id and password.
 3. use computer programs to decode passwords or access control information.
 4. attempt to circumvent or subvert system security measures.
 5. engage in any activity that might be harmful to computers or to any information stored thereon, such as creating or propagating viruses, disrupting services, or damaging files.
 6. use College systems for advertising or solicitation for groups or activities not sanctioned by the College.
 7. make or use illegal copies of copyrighted software or information, store such items on College systems, or transmit them over College networks.
 8. use College resources to harass, intimidate, or otherwise annoy another person.
 9. waste computing resources, for example, by intentionally placing a program in an endless loop or by printing excessive amounts of paper.
 10. use the College's systems for personal gain in a manner not authorized by the College, for example, by selling access to your user id or by performing unauthorized work for profit.
 11. engage in any other activity that does not comply with the General Principles presented above.

4.4.6 Enforcement

The College considers any violation of appropriate use principles or guidelines to be a serious offense. The Chief Information Officer (CIO), after consultation with the Dean of the College, may personally copy and examine and remove any files or information resident on College systems allegedly related to inappropriate use. Offenders found in violation of these principles or guidelines may have some or all of their computer usage privileges suspended temporarily or permanently by the CIO. Violators are also subject to disciplinary action or other sanctions as

prescribed in the *Student Handbook*, the *Academic Integrity Handbook*, the *Faculty Handbook*, or the *Staff Handbook*.

Offenders may also be subject to prosecution under laws including (but not limited to) the Privacy Protection Act of 1974, The Family Educational Rights and Privacy Act (FERPA) of 1974, The Computer Fraud and Abuse Act of 1986, The Computer Virus Eradication Act of 1989, Interstate Transportation of Stolen Property, the Virginia Computer Crimes Act, the Electronic Communications Privacy Act, the Telecommunications Act of 1996, the Digital Millennium Copyright Act (DMCA) of 1998, and the Technology, Education, and Copyright Harmonization Act (TEACH Act) of 2002. In these cases, evidence will be collected after the issuance of a warrant for probable cause.

4.4.7 Student Privacy and Access Policies

The following policy statement addresses the issue of privacy and access to Roanoke College's Information Technology (IT) systems. This policy does not supplant any intellectual property laws or policies in effect. Roanoke College places a high degree of value on privacy and recognizes its importance in an academic setting. Roanoke College's IT policy establishes privacy of messages that the user receives, and files created on college computers, whether they are centrally located servers, desktop PCs, or laptops. In addition, Roanoke College will not generally monitor computer usage. However, there are circumstances in which the value of the user's expectation of privacy may be outweighed by other considerations that warrant Roanoke College's access to relevant computer systems without the consent of the user. Roanoke College access without any prior user consent will occur only with the approval of the Dean of the College and the CIO except in emergencies when access is deemed necessary to preserve the integrity of facilities or to preserve public health and safety. All instances of access without any prior user consent and/or emergency entry will be recorded (logged) by Information Technology (IT) staff.

Conditions that warrant access by staff or other authorized personnel beyond routine operations (such as backups and virus scans) without any prior user consent include the following:

1. In the case of computer or other Information Technology system problems (hardware and/or software failures or attacks by apparently malicious users), the College's IT staff are authorized to examine any information or files necessary to solve the problem and preserve the integrity of the systems and the information they contain.
2. When required by federal, state, or local law or administrative rules (for example, subpoenas by the court system). The College is compelled to provide or otherwise release e-mail records and/or other electronic information.
3. When there are reasonable grounds to believe that a violation of law or significant breach of Roanoke College policy may have taken place. Access and inspection or monitoring may occur to determine if there is evidence related to the possible misconduct.
4. When information stored in IT systems is required to conduct essential business functions of the College and permission to obtain that information cannot be obtained in a sufficiently timely fashion or at all. Access to that information may be provided by IT staff to appropriate officials of the College.
5. Access without any prior user consent may also occur when it is deemed necessary in order to preserve public health and safety.

The College respects the privacy of users' e-mail messages and other computer files. Under ordinary circumstances, e-mail messages become the possession of the sender and receiver; however, there are certain situations in which e-mail may be examined by IT staff. For example, this may occur if the e-mail has been misdirected. As previously mentioned, the courts have also ruled that e-mail records and information in electronic form on the computer can be subpoenaed in some cases. Under these circumstances a user's privacy cannot be guaranteed.

Computer files and other electronic records that you create or download (with or without modification) from the College's computer systems that are in any way related to the ongoing operations of the College are ultimately the

possession of the College. As such, these files and records may be examined under the circumstances mentioned above, and they must be surrendered if requested by the CIO or the IT staff.

A user may give permission to others to see and use your electronic files as long as generally accepted security practices are followed. However, users may not allow anyone else to use their RC computing ID (username) or passwords in order to view or otherwise access this information.

The College reserves the right to limit the space provided to its employees and students for the storage of e-mail and other computer files. It also reserves the right to delete e-mail messages and other files should space limitations be judged critical.

The College owns all of the central computers, the computer labs, and micro-computing sites, the computers it places on its employees and/or student's desks or otherwise provides for their use (e.g., laptop computers), and all the software that has been purchased with college funds regardless of how it was installed. The College determines who may use these resources and how they may use them.

The College owns all the network (e.g., wires, cables, and routers) that connect the central computers (servers), computer labs, microcomputer sites, and other computers to each other. The College will determine who is authorized to use its network.

All employees and students are responsible for knowledge of this policy and understand that use of the College's computers will be deemed knowledge and acceptance of this policy. Note that all College policies regarding EEO and harassment are applicable. The computers should not be used for improper purposes. Any employee or student that becomes aware of improper computer use should report the matter just as they would report any other problem or complaint.

4.4.8 Data Confidentiality Agreement

As stated in the Roanoke College website ([Data Confidentiality Agreement](#)), access to computer systems and networks owned or operated by Roanoke College imposes certain responsibilities and obligations on the user and is granted subject to college policies and local, state, and federal laws. Appropriate use always is ethical, reflects academic honesty, and shows restraint in the consumption of shared resources. It demonstrates respect for intellectual property, ownership of data, system security mechanisms, and individuals' rights to privacy and to freedom from intimidation, harassment, and unwarranted annoyance.

Users of the College's data and information are required to abide by all applicable Federal and State guidelines including but not limited to the Family Education Rights and Privacy Act (FERPA); Gramm Leach Bliley (GLB); and The Health Insurance Portability and Accountability Act of 1996 (HIPAA).

Recognizing the need to maintain individual and institutional rights to privacy and confidentiality and realizing that, as an agent of Roanoke College, my assigned responsibilities necessitate the handling of sensitive information about employees, students, and alumni, I hereby agree to observe the strictest standards of confidentiality in the use of this information.

I also understand that the Roanoke College computer network is the source of college information and agree.

1. to exercise confidentiality in the handling of institutional information stored on any media.
2. not to enter, change, delete or add data to any information system or files outside of the scope of my job responsibilities.
3. not to include or cause to be included in any record or report, a false, inaccurate, or misleading entry.
4. not to alter or delete or cause to be altered or deleted from any records, report or information system, a true and correct entry.
5. not to disclose my login ID (userid) or password to anyone but authorized Information Technology staff
6. not to use another person's login ID (userid) or password at any time except by authorized Information Technology staff

7. not to allow anyone else, even other authorized users, use of a PC while it is logged on to Roanoke College network under my login ID (userid).
8. to not seek personal benefit or permit others to benefit personally from any data that has come to me throughout my work assignments.
9. not to allow casual onlookers to view privileged information.
10. not to participate in unauthorized disclosure of any data or password.
11. to print records only when necessary.
12. to report any attempted or successful violation of institutional or personal security or privacy policies to the Vice President of Information Technology.
13. not to establish separate databases if the fields for that data already exist within the Datatel Administrative system; if the need for a separate database arises, the issue will be discussed with and authorized by the Vice President of Information Technology.
14. to submit updates of data to the appropriate office upon request.
15. not to attempt to circumvent or subvert system security measures.
16. not to engage in any other activity that does not comply with the general principles presented above.

In addition to the above, I agree to properly secure and dispose of any outputs or files I create in a manner that fully protects the confidentiality of records.

I understand that Roanoke College reserves the right to periodically audit my use of Roanoke College systems and to revoke my password if I am not adhering to all applicable policies. I further understand that any unwarranted and deliberate violations of the terms of this agreement may subject me to possible disciplinary action, including termination, and/or legal action.

4.4.9 Whistleblower Policy

Roanoke College expects all employees to conduct themselves properly and in accordance with the College's rules and applicable law. Examples of improper activities may include, but are not limited to:

- Misuse of College resources including computers, money, credit cards, suppliers, College vehicles, or other assets.
- Unauthorized access or manipulation of computer files.
- Claiming or receiving compensation from the College for work not performed or services not provided to the College (i.e., falsifying time sheets or requests for reimbursement.)
- Misrepresenting financial data or fraudulent financial reporting.
- Violation of any rules laid out in the *Drug Free Workplace guidelines*, *Code of Professional Ethics*, or in the *College's Prohibition of Unlawful Conduct, Discrimination, Harassment, and Retaliation Policy*.
- Violation of federal or state laws that apply to the College's operations.
- Being encouraged or pressured to commit an act or acts that would violate a federal or state law, or would constitute a crime, if the act is taken.
- Engaging in conduct or taking other actions that are intended to interfere with or impede an investigation, hearing or inquiry conducted by a federal, state, or local government agency.

Employees who become aware that improper activities have occurred or are about to occur are expected to report such activities promptly to their supervisors and/or Human Resources. The College will investigate all such reports and shall take appropriate action to address and redress any situation where it is determined that a violation of law or College policies exists.

The College has a zero tolerance for any act of reprisal or retaliation against any employee who, in good faith, reports any purported violation of College policy and/or law, or cooperates or participates in the College's investigation resolution process. If an employee believes retaliation has occurred, the employee should immediately contact Human Resources or any member of the Cabinet. Please also see the College's Prohibition of Improper Conduct, Bias, Discrimination, Harassment & Retaliation Policy.

4.4.10 Copyright

- a. Members of the Roanoke College community must comply with the United States copyright law (Title 17, United States Code) – <https://www.copyright.gov>
- b. The copyright law applies to all forms of copying regardless of location.
- c. You, as an individual, may make or request copies of copyrighted materials within the Fair Use Doctrine. Otherwise, you must first obtain the appropriate permissions before making copies. You are liable for possible infringement when making copies that violate copyright law. See the College website at <https://www.roanoke.edu/copyright> for specific guidelines.
- d. All offices should post appropriate copyright notices on or near equipment used to make copies. Offices also should file and retain all necessary records.

4.4.10.1 Policy Revisions

Policies pertaining to copyrights and patents may undergo revision in order to adapt to legislative changes. Such policies shall be reviewed annually by the Faculty Development Committee, which shall recommend necessary changes to the President of the College. All faculty and staff shall receive updated information on the changes as they occur.

4.5 Campus Services

4.5.1 Parking

Free parking is provided by the College. Parking decals are required and are available from the Office of Campus Safety. Parking is at your own risk, and Roanoke College will not be liable for damage, theft, fire, or personal injury involving employees' automobiles.

4.5.2 Keys

Faculty and staff members may obtain keys to the office or space to which they are assigned when authorized in writing by the School Dean. The authorization is to be presented to personnel in the Campus Safety office, who will issue the keys. There is a charge for the replacement of lost keys. The keys are charged out to the individual and must be returned before the final salary payment is disbursed on termination of employment. Faculty and staff are expected to exercise proper control of these keys to ensure the proper security of our buildings.

4.5.3 Monterey

Monterey provides a comfortable area for small faculty meetings and social gatherings and temporary lodging for campus visitors, such as guest speakers or candidates being recruited for faculty positions. The space can be reserved by completing a [Room and Facilities Request Form](#) online. All policies for use of Monterey can be viewed at <https://www.roanoke.edu/monterey> Roanoke College Dining Services is the exclusive provider of any catering services done in Monterey.

Policies pertaining to the use and scheduling of the lodging facilities on the second floor can be found at <https://webforms.roanoke.edu/montereyhouse> and are done through the Coordinator – Campus Center/Student Activities, ext. 2307.

4.5.4 Mail Services and UPS

HOURS: Monday-Friday 8:00 a.m. - 4:00 p.m.

Mail Services, located on the lower level of the Colket Student Center, provides pick-up and delivery of mail to be distributed on campus as well as pick-up and metering of mail to be sent off campus. This is not a postal substation but provides all postal services with the exception of money orders and passport photos.

U.S. Mail is delivered to campus once daily. Administrative and academic offices receive mail delivery each morning, Monday through Friday, and have inter-campus and outgoing mail picked up each afternoon. Outgoing mail is picked up from Mail Services at 3:30 p.m. each workday.

The services of FedEx are provided. Contact the Assistant Dean to determine mailbox assignment and account number to be charged for off-campus mailing.

4.5.5 Telephone Service

Telephone service (including voicemail) is provided on campus. To make an on-campus call, dial the 4-digit extension. For all off-campus calls, use 10-digit dialing (including the area code).

Notify the HelpDesk (ext. 2225; helpdesk@roanoke.edu) of any difficulties.

4.5.6 Print Shop

The [Print Shop](#), located on the lower level of Fintel Library, offers a multitude of services which include color printing, laminating, wide-format printing, and a variety of finishing services such as folding, creasing, binding, cutting, etc. All requests should be submitted to the Print Shop via the Online Order Form (PSP Webdesk) located at www.roanoke.edu/printshop. While most jobs can be completed the same day, they ask for submission at least two (2) business days in advance of the date needed. Job costs (click charges, paper, bindings, etc.) are charged to the ordering office or program. The Print Shop also offers services for personal use outside the College. Personal credit cards and Maroon Money are acceptable forms of payment for these personal services. Questions can be submitted to printshop@roanoke.edu.

4.5.7 Lost and Found

Articles found at the College should be turned in immediately to the Colket Center.

4.5.8 Directory

A [directory](#) of faculty, staff, and students is available on the College's webpage and portal.

4.5.9 College Motor Pool

The College maintains a fleet of vehicles for use by faculty and staff while on College business, including course field trips. The Office of Campus Safety administers the motor pool. The user must supply an account number to which the mileage rate is charged. Reservations are made online at https://www.roanoke.edu/inside/campus_safety/motor_pool. See Section 2.9.10 for driver qualifications.

Employees using motor pool vehicles are expected to adhere to the procedures and regulations contained in these guidelines. Any misdemeanor or criminal conviction resulting from an employee driving a College motor pool vehicle will be evaluated and may be grounds for disciplinary action (see Section 2.8.1.5). Employees driving college vans must complete a van safety program sponsored by the Office of Campus Safety. Contact the Associate Director of Campus Safety for further information.

Roanoke College will not be liable for fire, theft, damage, or personal injury involving employees' automobiles. Accidents should be reported to the Office of Campus Safety.

4.5.10 Dining Services and Catering (Dining Options)

You can find most information regarding Dining Services at [this link: https://www.roanoke.edu/inside/a-z_index/dining_services](https://www.roanoke.edu/inside/a-z_index/dining_services). Locations include Sutton Commons, Cavern, Rooney's Brews, Freshens, and the food truck.

Faculty receive a discount off of the door price at Commons. The Commons offers a reusable to-go option (green OZZI containers) or a disposable to-go container. To use the OZZI option, you must provide a coin at the checker's station in exchange for the container and beverage and dessert container if needed. Non-student meal plan holders may purchase a coin at the checker's station for \$6.00. Guests who choose to get their food to-go may not dine in Sutton Commons. Reusable to-go containers must be returned to the OZZI kiosk located in the Colket Center atrium within 24 hours of use. The kiosk will dispense a new coin upon return of the container. Guests who opt out of using the OZZI reusable container may receive a disposable container. The Commons' menu is posted on the daily announcements, outside of the main entrance, or on the Roanoke Inside website.

Campus partners and visitors may desire to pay for groups to get meals in the Sutton Commons. Please coordinate these requests with Roanoke College Catering Services and provide at least 72 hours advance notice.

While Dining is not always able to manage the number of guests who dine in the Commons, they can confidently advise that the busiest weekday times are often 11 a.m. to 12:30 p.m. and 5 p.m. to 6:30 p.m. Often, a queue forms with guests waiting to enter. In order to best serve all guests, we ask that you please be mindful and hold your place in line for entry.

Meals in the Commons or retail dining locations may be purchased with Maroon Money, cash, or credit cards. Department charges are also accepted when on official Roanoke College business. Dining Services will also be allowing online ordering of your meal in many of our retail locations. You will need to download the app on your phone and payment will be made at the time of the order. The link can be found on the Dining Services website.

Roanoke College [Catering Services \(https://www.roanoke.edu/catering\)](https://www.roanoke.edu/catering) is poised to assist you in planning for your catering needs and can service events being held on- or off-campus. Catering can provide a wide array of services, from coffee breaks, box lunch options, receptions, served meals or buffets for almost any size group. Please understand that Dining Services has the right of first refusal in many campus buildings when department funds are being used. Events using catering from the regular catering menu are eligible for a discount when paid for using a department account number. To see Catering's policies or to place an order via the Spoonfed link, please visit www.roanoke.edu/catering. You may contact Catering via email at catering@roanoke.edu or call extension 9940.

For any Roanoke College Dining Services related questions or for additional information about any of our locations or services, please contact us at Extension 2328, or via email at dining@roanoke.edu.

4.5.11 Purchasing

Individual department heads are authorized to order supplies and services directly from vendors. Department heads may delegate this authority to those persons that they authorize to approve departmental expenditures by informing the Business Office in writing or by email of the decision. Purchase orders are required for purchases of goods of a certain limit. Please refer to the Business Office Forms and Policies webpage for details of the College's purchasing policies and procedures.

The Vice President of Finance and Administration is the ONLY authorized agent for signature on contracts in excess of \$2,000. All contracts in excess of \$2,000 should be submitted to the VPFA for review and signature by emailing businessaffairs@roanoke.edu.

5 Student Policies of Interest to the Faculty

Most policies concerning student life at the College are contained in the following reference materials: the *Student Handbook*, the *Student Conduct Code*, and *Academic Integrity at Roanoke College*. Copies of each are available on the College's website. For information not contained within these documents, faculty should contact the Dean of Students Office. The student conduct system is administered by the Assistant Dean of Students. The academic integrity system is administered by the Chair of the Academic Integrity Council and the Assistant Vice President for Academic Operations.

5.1 Confidentiality of Student Records

Faculty should be aware that legislation (e.g., the "Buckley Amendment") guarantees the confidentiality of data concerning student records. Faculty should therefore not release and/or reveal any such information to anyone other than appropriate College personnel without ascertaining whether students have authorized such dissemination. The Registrar is the Privacy Act Coordinator.

The College distributes an annual notice to students concerning the Family Educational Rights and Privacy Act of 1974:

On June 17, 1976, regulations of Section 437, amendment to Part C of the General Education Act, as amended, became effective. This amendment, known as the Family Educational Rights and Privacy Act of 1974, pertains to educational records, defined as records which are directly related to a student and maintained by an educational institution. Roanoke College is required by Section 438 to give annual notice to eligible students in attendance of their rights under Section 438. Under this section, eligible students shall be permitted access and review of educational records maintained by the particular educational institution. Eligible students shall also have the right to file complaints under Paragraph 99.63 concerning alleged failure by the institution to comply with Section 438 of the Act.

Needless to say, the regulations are somewhat lengthy and detailed, and further information, restrictions, and requirements are set forth in a policy established by Roanoke College and available through the Registrar's Office.

Roanoke College publishes annually an online student directory containing the name, address (home and College), telephone number, and post office box number of each student. The information contained in this directory, prepared by Roanoke College for the use of its employees and students, is the property of the College and its unauthorized use is prohibited. Roanoke College designates the following categories of student information as public or "Directory Information." The College may disclose such information at its discretion:

- Name
- Current Enrollment Status
- Local Address
- Home Address
- Local Telephone Number
- Home Telephone Number
- Campus E-mail address
- Date and place of birth
- Dates of attendance
- Grade Level (Classification)
- Schedule of Classes
- Previous Institutions Attended
- Major Field(s) of study
- Minor Field(s) of study
- Concentration(s) of study
- Awards and honors
- Photographic or videotaped imaged
- Participation in officially recognized sports and activities, including fraternities and sororities

Physical factor of athletes (height and weight)

Requests for non-disclosure may be made by currently enrolled students. To withhold disclosure, written notification must be made to the Roanoke College Registrar's Office. Requests are in effect from the date received in writing from the student until rescinded in writing by the student. Students should understand that, by withholding directory information, some information considered important to students might not reach them.

Note: This policy does not include the release of any information regarding a student's grade point average or academic standing. Release of information of this type is only allowed with the written consent of the student.

The above policy is in compliance with the Family Educational Rights and Privacy Act of 1974 and has been reviewed by a representative of the Family Policy Compliance Office of the U.S. Department of Education. Questions regarding this policy may be directed to the Registrar's Office.

In accordance with HB1, passed by the Virginia General Assembly and effective July 1, 2018, access to the Roanoke College online directory, which includes faculty, staff and students, is locked and only accessible through log in using a Roanoke College username and password.

The College's policy statement regarding the handling of student records is as follows:

5.1.1 Availability to the Student

- a. Students have the right to inspect only their official educational records and are entitled to an explanation of any information in those records.
- b. Students are entitled to the transcript of their academic record. A transcript issued to the student or former student will be labeled as "unofficial copy issued to the student." Official transcripts of academic record, bearing the seal of the College, are issued only to institutions or agencies at the direct request of the student or former student concerned (or to the student, in a sealed envelope, in which case the breaking of the seal voids the official transcript).
- c. The Office of the Registrar will honor student requests for an academic transcript to be faxed to a third party. However, any transcript remitted by fax will bear the stamp "UNOFFICIAL."
- d. Documents submitted by or for students in support of the application for admission, transfer credit, readmission, etc., will not be returned to them, nor sent elsewhere at their request. (For example, a transcript from another college or secondary school will not be sent to a third institution or agency.) In exceptional cases however, if the Registrar is able to determine that another transcript is unattainable or could be secured only with the greatest difficulty (as is sometimes true of international records), copies may be prepared and released by the Registrar, on the basis of a signed request by the student, to prevent hardship to the student. A copy of those records will be identified by the Registrar as a certified copy of information available in the student's file.

5.1.2 Statement of Posting Final Grades

According to the Family Educational Rights and Privacy Act of 1974 (FERPA), it is against Federal law to post grades, final or otherwise, using students' personally identifiable information. Faculty should refrain from posting any grades. Course grading information is available using Inquire and final grades are available using Self-Service. Grades should not be reported via e-mail for security reasons.

5.1.3 Disclosure to Parents, Educational Institutions and Agencies

- a. Transcripts or grade reports may be released to the person or persons responsible for the financial support of the student (as documented on a U.S. Federal Income Tax Return) unless the student explicitly requests in writing that such release is not authorized.

- b. Transcripts and/or grade reports will not be released to a philanthropic organization providing support for a student without specific prior written approval from the student.
- c. Requests from valid research organizations recognized by the College may be honored without prior approval, but in such cases no information will be released revealing the student's name or other personally identifiable information.
- d. Requests for transcripts or other academic information from recognized institutions of education may be honored if the VPAA and the Registrar of the College consider the request to be valid.

5.1.4 Disclosure to Faculty and Administrative Officers of Roanoke College

- a. Faculty and administrative officers who are considered by the Registrar of the College to have legitimate interest in and an academic need to know will be permitted to review the academic records of any student.
- b. The academic file is stored in an electronic format within a secure database. The contents of the file of the student will not be distributed outside the Office of the Registrar except as specifically authorized by the Registrar. In those cases, the individual who wishes to review the contents will go to the Office of the Registrar where the file will be made available for review using a computer within the office.

5.1.5 Release of Transcripts of Academic Records

Transcripts of academic records will not be released outside the institution without specific written request of the student.

5.1.6 Disclosure to Government Agencies

- a. Properly identified representatives from federal, state, or local governmental agencies may be given only the following information, if expressly requested.
 - 1. Verification of enrollment as a student
 - 2. Verification of date and place of birth
 - 3. Degrees earned, if any
 - 4. Title of major and honors received
 - 5. Verification of signature
- b. Additional information will be released only on the written authorization of the student. It must be remembered that in certain cases of application for employment, the applicant, as part of that process, may authorize a review of records by the prospective employer.
- c. If a court should subpoena the records of a student or former student, the College will make every effort to notify the student concerned of the receipt of the subpoena by the institution.
- d. The College will provide information to the Selective Service System with the written permission of the student.

5.1.7 Disclosure in Response to Telephone Inquiries

Directory information will not be released in response to telephone inquiries.

5.1.8 Disclosure to Other Individuals and Organizations

Information will not be released to other individuals and organizations unless the request is accompanied by a release signed by the student.

5.1.9 Student Directories

Directories are published online by the College for use only within the College community and will not be released by the College to any outside individual or agency. Neither College employees nor students should provide copies of the directory to individuals who are not members of the student body or faculty or administrative staff, or to outside institutions, agencies, or commercial organizations. Access to the online directory requires logging in using a Roanoke College username and password.

Please refer to Section 5.1 for a complete policy on the release of directory information.

5.1.10 Withholding Requested Information

The College will not release transcripts or other information as authorized and/or requested by the student if there are unmet financial obligations to the College.

5.2 Use of College Facilities

The Office of the Director of Student Activities and the Colket Center has responsibility for confirming reservations of College facilities for all activities other than scheduled academic credit classes and labs, which are scheduled through the Registrar's Office. Therefore, any requests to reserve college facilities should be made through the Office of the Director of Student Activities and the Colket Center (Information Desk) or using the online reservation form: [Room and Facilities Request Form](#)

5.3 Student Conduct Council

The operation of the Student Conduct Council is detailed in the *Student Handbook* and the *Student Conduct Code*. Faculty may be asked to serve on the Council by the Dean of Students or their designee.

5.4 Policy for Student Complaints Involving Faculty Members

It is the policy of Roanoke College to provide an effective and acceptable means for a student to bring problems or complaints to the attention of the institution for review and resolution. Since students are full and responsible members of the Roanoke College community, any complaint must be brought by a current or former student and not by any interested third party. The following procedure ensures that both the student and faculty member are treated fairly and that the student's complaint can be addressed in the most efficient and direct manner. All administrative officers, faculty members, and staff are expected to direct students to follow this procedure.

When a student has a concern or complaint involving a faculty member (including but not limited to grade complaints and concerns about evaluation procedures), the following steps are to be followed. (Note: Complaints alleging sexual harassment or other forms of sexual misconduct are dealt with according to the Sexual Misconduct Policy) (see sec. 2.9.7 and 2.9.8).

1. The student should first be encouraged to discuss the matter with the faculty member involved.
2. If the student is uncomfortable dealing directly with the faculty member or if the concern is not resolved satisfactorily with the faculty member, the student should discuss the matter with the appropriate supervisor; either an Assistant Dean or School Dean. (The student should discuss the matter with the School Dean if the concern involves an Assistant Dean; with the Assistant Vice President for Academic Operations if the concern involves a School Dean or the VPAA if the concern involves the Assistant Vice President for Academic Operations).
3. If the student has consulted with the appropriate supervisor, and still believes that the matter has not been dealt with satisfactorily or equitably, the student should meet with the Assistant Vice President for Academic Operations. (A complaint involving the Assistant Vice President for Academic Operations should be submitted to the VPAA). After this point, the student must prepare, sign, and submit a formal written appeal (including

background of the problem and supporting documentation when applicable) to the Assistant Vice President for Academic Operations.

4. Within one working day of the receipt of the written appeal, the Assistant Vice President for Academic Operations will provide the faculty member with a copy of the appeal, and within seven working days, the Assistant Vice President for Academic Operations will then begin to investigate the matter. The Assistant Vice President for Academic Operations will individually consult with the student, faculty member, and supervisor. The faculty member will be given adequate time (at least seven days, although additional time may be granted at the discretion of the Assistant Vice President for Academic Operations and opportunity to provide the Assistant Vice President with a response to the student's complaints. The Assistant Vice President for Academic Operations will rule on the issue in a timely fashion (as determined by the nature of the complaint), and will provide a written copy of the decision to the student, faculty member, and supervisor. This letter will include the statement of the student's right to initiate the complaint and formal appeal process that has transpired, as well as a reminder of the student's right to be free from subsequent unfair actions as a result of the complaint proceedings.
 - a. (Note: the College has established policies to ensure that a student will not be subject to unfair actions as a result of initiation of a complaint proceeding. See Section 2.8.1.5 on grounds for dismissal and Section 2.9.3.1.2 on the AAUP Statement of Professional Ethics.)
5. Faculty members who are subject to accusation, investigation, or censure by any other procedure have the right to file a grievance with the Faculty Grievance Committee (see 2.16). Faculty members may also file a grievance based on substantive grounds.
6. Documentation will be maintained for all formal appeals. The Assistant Vice President for Academic Operations will provide an annual report to Human Resources, providing a record only of formal student complaints that resulted in a judgment against a faculty member. All written materials will be kept in the office of the Assistant Vice President for Academic Operations for a minimum of five years, and may be reviewed by appropriate accrediting or evaluation bodies.

6 External Relations Policies of Interest to Faculty

6.1 Public Information

The Marketing and Communications Office (rcnews@roanoke.edu) should be notified if a faculty member is going to appear in the media and be identified as a member of the Roanoke College community. Media outlets need prior approval from Marketing and Communications before visiting campus.

In order that Roanoke College can properly inform its constituencies about the activities of the Faculty, all faculty members should keep the Office of Marketing and Communications informed about the following:

- a. papers and speeches;
- b. publications;
- c. honors;
- d. research;
- e. classroom projects or photo opportunities;
- f. outstanding student or alumni accomplishments

The Office of Marketing and Communications should be informed in advance if media outlets are being invited to campus or will be on campus for interviews or media broadcasts. Please inform the Office of Marketing and Communications of any remote media interviews.

6.2 Publications and Web Site Content

The following guidelines have been established to ensure delivery of top-quality publications and website content:

- a. Brochures, catalogs and booklets with typeset copy and photographs should be submitted as a Word file no less than four weeks before expected delivery.
- b. Any college publication should be reviewed with Office of Marketing and Communications prior to going to the printer.
- c. Intranet (“Inside Roanoke”) web pages should be kept up to date using the Ingeniux content management system software. Contact the director of web services in Information Technology for training. Each program or School that has pages on Inside Roanoke is encouraged to have at least one person trained to use Ingeniux.
- d. Suggestions, including photo and story ideas, for the external marketing website, should be sent to the Director of Digital Communications.
- e. Brand guidelines must be consulted and followed for publications, website, program logos and the like. Those guidelines cover color palettes, fonts and more, and can be found here: https://www.roanoke.edu/inside/marketing_and_communications/campus_resources
- f. Photographs and videos of Roanoke College students fall within the scope of FERPA privacy guidelines. A database of photography permissions for enrolled students is updated at the beginning of each semester. A list of students who do not wish to be photographed is available from the Marketing and Communications Office.

In order to maintain extensive accessibility and privacy standards, all web content for college affiliated offices and services is required to be in the college content management system, Ingeniux, and adhere to all accessibility standards outlined within the College policy: <https://www.roanoke.edu/accessibility>

6.3 Grant Proposals

The person seeking grants on behalf of the College should adhere to the following procedures:

- a. Faculty are encouraged to seek external funding for research and teaching-related projects. All such proposals, budgets, and applications must be routed to the office of Academic Grants and Foundation Relations. Faculty may accept salaries for externally funded grants and contracts for work performed outside their regular contracted time.
- b. In the determination of the proper foundation or agency to be approached, assistance can be obtained from the Director of Academic Grants and Foundation Relations. The Director of Academic Grants and Foundation Relations serves as liaison for faculty with the office of Advancement and with external funding agencies.
- c. Before being submitted, institutional grant proposals should have approval from the President, the Vice President for Academic Affairs, or the Vice President for Finance and Administration. Approval of the School Dean, the Director of Academic Grants and Foundation Relations, and the VPAA is required for faculty proposals.

6.4 Advancement

Anyone seeking to raise funds on behalf of the College should follow these procedures:

- a. Third-party vendors for fundraising are strictly prohibited, including, but not limited to, platforms such as GoFundMe, Kickstarter, and Classy.
- b. Faculty members must first obtain written approval from their School dean before approaching the Advancement Office for approval of any fundraising activities, including external solicitations or fundraising events. Fundraising requests are separate from grant funding, which follows a different approval process.
- c. Once written approval from the School dean is obtained, faculty must submit the dean's written approval along with their request to the Senior Director of Advancement Services for review. The request should include a detailed description of the project or initiative, how it aligns with the current strategic plan, the amount of funding sought, the target audience (e.g., alumni, foundations), the proposed timeline, budget estimates (if applicable), and a clear explanation of how the funds will be allocated.

- d. The Advancement Office will review the proposal to ensure alignment with the College's priorities and policies. Final approval will be granted by the Vice President for Advancement based on the project's alignment with the institution's strategic goals and mission.

7 Appendix

7.1 Drug-Free Workplace

7.1.1 Introduction

In order to comply with the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act of 1989, this written program has been established for Roanoke College. All divisions and sections of the College are included within this program. Copies of this written program will be available in the following locations:

Financial Aid Office
Human Resources Office
Psychological Health Roanoke Advantage EAP

Roanoke College in conjunction with Psychological Health Roanoke's Advantage Employee Assistance Program strives to make our employees aware of issues regarding the dangers of substance abuse and the policy of the College regarding a drug-free workplace.

7.1.2 Alcohol and Illicit Drug Health Risks

Substance abuse/dependence is often manifested by a loss of individual control regarding usage of drugs or alcohol. This may ultimately result in harm to the individual or others and/or potential disruption of the mission of the College.

Alcohol and illicit drugs are toxic substances that affect the mind, body and spirit. Excessive drinking can cause health risks which include: damage to your body organs (liver, heart and digestive tracts); impaired physiological responses (decreased brain activity, digestion and blood circulation); and mental and emotional disorders (loss of memory, impaired judgment and personality changes). Alcohol-related problems include deaths from drunk driving, use of violence, and poor judgment in personal relationship situations.

Drug abuse is dangerous and can lead to death. An overdose can cause psychosis, convulsions, coma and death. Continuous use of drugs can lead to organic damage, mental illness and malnutrition. It increases the risk of AIDS, hepatitis and other diseases related to injectable drugs. Drug abuse can cause accidents resulting from foolish risks, "panic attacks" and acting irrationally.

7.1.3 Policy on Substance Abuse

Roanoke College considers its employees and its students to be its most valuable assets. We realize that our employees are not immune to the problems associated with drug and alcohol abuse in our society. To help contend with such problems, and to prevent drug or alcohol use that adversely affects job performance and safety, the College has developed a substance abuse policy.

1. Comprehensive health care benefits are available through our health insurance policy for treatment of alcohol and drug problems.
2. The Employee Assistance Program (EAP) provided by the college offers free, confidential, short-term counseling and referrals for substance abuse problems, both for the abuser and for family members dealing with an abuse problem of a loved one. Employees are encouraged to seek help voluntarily through the EAP.
3. When an employee's job performance or behavior reasonably suggests a substance abuse problem, the employee may be directed to seek help either through EAP or through a personal physician.
4. Any employee who seeks rehabilitation through an inpatient program will receive the support of the College, including an unpaid leave of absence in accordance with the Family and Medical Leave Act of 1993, provided the employee is otherwise eligible for FMLA leave. Although an employee's rehabilitation efforts will be

supported, participation in any program will not serve as protection against the normal disciplinary process associated with job performance and behavior.

5. Employees under the influence of alcohol or illegal drugs while on the job will be subject to disciplinary action, up to and including dismissal.
6. Employees using prescription medication capable of impairing job performance must advise their supervisor immediately of such use. The substance involved and the duties of the employee will be reviewed. The College reserves the right to impose sick leave (or leave without pay if the employee has no sick leave accrued) in the event it determines the use of such medication and the job responsibilities to be incompatible.
7. Employees found to be misusing prescription medication (of the employee or another) that interferes with the safe or proper performance of job duties will be relieved of duties and subject to disciplinary action, up to and including dismissal.
8. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance while on College premises or during the conduct of College business is prohibited and may result in immediate dismissal. Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.
9. It is the policy of the College to maintain a drug and alcohol-free workplace. As a condition of employment, employees must abide by the College policy on substance abuse and must report any conviction under a criminal drug statute for conduct in the workplace within five days after conviction.

7.1.4 Awareness / Assistance

Roanoke College maintains a contractual relationship with Psychological Health Roanoke's Advantage Employee Assistance Program (EAP). Therefore, regular employees have access to a free and confidential professional service to assist them with problems of drug and alcohol abuse. Information is available to all employees in the Human Resources Office or by calling Advantage Employee Assistance Program at (540) 989-6605 (2840 Electric Road, Ste. 200, Roanoke, VA 24018) (Colonnade One).

Employees are advised of the College's policy on substance abuse and the availability of the Employee Assistance Program at new employee orientation and in writing in *Faculty and Staff Handbooks*.

7.1.5 Penalties

Employees under the influence of alcohol or illegal drugs, or the misuse of prescription medication while on the job may be subject to disciplinary action, up to and including dismissal.

The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance while on College premises or during the conduct of College business is prohibited and will result in immediate dismissal. Law enforcement authorities will be notified of the facts and circumstances concerning any illegal activity.

Roanoke College will take appropriate and prompt personnel action once notified of any criminal drug statute conviction involving an employee occurring in the workplace.

Local and national trends in Drug Enforcement have resulted in an increased enforcement effort at the user level. It is important that the Roanoke College community be aware of the legal implications and penalties associated with substance abuse.

In addition to action(s) taken by Roanoke College, members of the College community are subject to state and local alcohol and drug related penalties that include:

Alcohol - Drinking in Public. A fine not to exceed \$250, court costs and attorney's fees.

Alcohol - Purchasing for Minors. Imprisonment (going to local jail) for up to 12 months, a fine not to exceed \$2,500, court costs and attorney's fees, and the loss of driver's license for up to one year, with the mandatory loss of license for at least six months.

Alcohol - Underage Possession. Fine not to exceed \$2,500, including a mandatory minimum fine of \$500 or 50 hours of community service. Imprisonment for up to 12 months, loss of driver's license for up to one year, with the mandatory loss of driver's license for at least six months.

Alcohol - Driving While Intoxicated. A fine not to exceed \$2,500, with a mandatory minimum fine of \$250.00 for a first offense. Additionally, there is mandatory jail time for a first offense based on the level of blood alcohol content. A mandatory minimum fine of \$500.00 for a second or subsequent offense. Imprisonment for up to 12 months for first and second offenses with a mandatory sentence for up to 20 days for a second and subsequent offense. Confinement in prison for up to 5 years for subsequent offenses. Further, there shall be the loss of driver's license up to 12 months (for the first offense), court costs and attorney's fees.

In addition to the fines above, Virginia residents can be assessed civil remedial fees of \$750 upon conviction, with two additional payments of \$750 each due to the Division of Motor Vehicles, one within fourteen (14) months of conviction, and the other within twenty-six (26) months of conviction.

Drugs - Marijuana – Possession. Any person who possesses on his person or in any public place marijuana or marijuana products in excess one ounce is subject to a civil penalty of no more than \$25. With the exception of a licensee in the course of his duties related to such licensee's marijuana establishment, any person who possesses on his person or in any public place more than one pound of marijuana or an equivalent amount of marijuana product as determined by regulation promulgated by the Board is guilty of a felony punishable by a term of imprisonment of not less than one year nor more than 10 years and a fine of not more than \$250,000, or both.

Drugs - Schedule I and II – Possession. (Cocaine, LSD, Hallucinogenic Mushrooms, etc.) Confinement in prison for not less than one year or more than ten years, fine not to exceed \$2,500, court costs and attorney's fees.

Drugs - Distribution within 1,000 yards of School Property (includes college campus). Imprisonment not less than one year or more than five years, up to \$100,000 fine, court costs and attorney's fees. A second or subsequent conviction shall be punished by a mandatory minimum term of confinement in prison of one year to be served consecutively with any other sentence.

Drugs – Manufacture, Distribution or Possession with Intent to Distribute Controlled Substance (Schedule I or II). Confinement in prison for not less than five and not more than 40 years and fine of not more than \$500,000, court costs, and attorney's fees. Conviction of second or subsequent offense is punishable by term of confinement of a mandatory minimum of five years up to life in prison, plus a fine of up to \$500,000, court costs and attorney's fees.

Drugs - Possession or Distribution of Paraphernalia. Imprisonment up to 12 months, up to \$2,500 fine, plus court costs and attorney's fees.

Drugs - Transporting into Virginia. Transporting of Schedule I and II Drugs (Cocaine, LSD, Hallucinogenic Mushrooms, five or more pounds of Marijuana, etc.) into Virginia with intent to distribute, Confinement in prison for not less than 5 years, but not more than 40 years, three years of which shall be the mandatory minimum, and a fine of not more than \$1,000,000. A second or subsequent offense is punishable by a mandatory term of confinement in prison 10 years.

Conviction of any Drug Offense could, in addition to above penalties, include a six-month driver's license suspension.

7.1.6 Other Action

The Drug-Free Workplace Act of 1988 (Title V of the Anti-Drug Abuse Act of 1988) requires Roanoke College to provide notice of any federal agency granting funds to the College of an employee's criminal drug statute conviction for conduct in the workplace. The College must fulfill this requirement within ten days after receiving notice from an employee or otherwise of such conviction.

The Associate Vice President for Human Resources will be responsible for processing all required certifications, notices, etc. on behalf of Roanoke College. Roanoke College will conduct a biennial review of this program to determine its effectiveness, implement changes as needed and insure that its policies are consistently enforced.

7.2 Conflict of Interest Policy Pertaining to Sponsored Projects

7.2.1 Policy Summary

This policy sets forth procedures and guidelines that are to be followed in resolving actual and potential faculty conflicts of interest and commitment pertaining to sponsored projects. This policy applies to all sponsored projects funded by (a) commercial sponsors, (b) those federal agencies having specific conflict of interest requirements, and (c) purchase orders and subcontracts issued by Roanoke College under its sponsored projects irrespective of the source of funds.

7.2.2 Conflicts of Interest and Commitment

1. The College and its faculty often benefit from the faculty's participation in both public and private outside activities. The College does not wish to set forth detailed rules that may interfere with faculty members' legitimate outside interests. The policy which follows applies only to sponsored projects.
2. Faculty members, in turn, must also ensure that their outside obligations, financial interests, and activities do not conflict or interfere with their commitment to the College.
3. The areas of potential conflict may be divided into two categories. Conflicts of Interest are defined as situations in which faculty members may have the opportunity to influence the College business decisions in ways that could lead to personal gain or give improper advantage to members of their families or to associates. Conflicts of Commitment are defined as situations in which faculty members' external activities interfere or appear to interfere with their paramount obligations to their students, colleagues, and the College.
4. In those circumstances in which the College is engaged in or intends to engage in a sponsored project with a commercial organization, or has subcontracted or intends to subcontract to an external organization under one of the College's sponsored projects, a conflict of interest may occur when a faculty member's affiliation with the external organization meets any one of the following criteria:
 - a. The faculty member is an officer, director, partner, trustee, employee, advisory board member, or agent of an external organization or corporation either funding a sponsored project or providing goods and services under a sponsored project on which the faculty member is participating in any capacity.
 - b. The faculty member is the actual or beneficial owner of more than five percent (5%) of the voting stock or controlling interest of such organization or corporation.
 - c. The faculty member has dealings with such organization or corporation from which an income of more than \$5,000 per year is derived, exclusive of dividends and interest.
 - d. The faculty member's immediate family (spouse, parents, parents-in-law, siblings, children, or other relatives living at the same address as the faculty member) meet any of the criteria stated in a-c above.
5. Each faculty member participating in a sponsored project covered by this policy must disclose any external affiliations that may constitute a conflict by falling within the criteria stated in paragraphs a-d above. A disclosure must be completed prior to the College's acceptance of the sponsored project or issuance of a purchase order or subcontract for the acquisition of goods and services. When applicable, the disclosure form is to be sent to the Office of Grants and Strategic Partnerships via the faculty member's Assistant Dean or Dean. Positive disclosures will be reviewed by the Vice President and Dean of the College.

7.2.3 Review of Positive Disclosures

In reviewing the positive disclosures, the Vice President and Dean of the College will be guided by the following practices:

1. Assure adherence to relevant college policies found in college documents the Committee may deem appropriate.
2. Consider the nature and extent of the financial interest in the relationship of the faculty member and the external organization.
3. Give special consideration to the terms and conditions of sponsored project agreements that may mitigate or complicate the given situation.
4. Consult with and obtain additional information from the faculty member may be helpful in resolving actual or potential conflicts.
5. Act in a timely manner so as not to delay unduly the conduct of the sponsored project.
6. Conclude that the College may take one of the following actions:
 - a. Accept the sponsored project award.
 - b. Do not accept the sponsored project award.
 - c. Accept the sponsored project subject to suitable modifications in either the sponsored project award document or the external organizational affiliation(s) of the faculty member or faculty member's family.

7.2.4 Grievance Procedure

1. All decisions made are grievable.
2. The Office of Grants and Strategic Partnerships shall maintain the records pertaining to each disclosure in strict confidence. Access to such records will be limited to the faculty member, the Academic Vice President, the Vice President of Business Affairs, and others who have a legal right to review the records.

7.2.5 Identifying Potential Situations

7.2.5.1 Activities that are Clearly Permissible

- a. Acceptance of royalties for published works and patents, or of honoraria for commissioned papers and lectures.
- b. Service as a consultant to outside organizations, provided that the time commitment does not exceed the current college policy, and that the arrangement in no way alters the faculty members' commitments incurred in the College's execution of a sponsored agreement on the faculty member's behalf.
- c. Service on boards and committees of organizations, public or private, that does not distract unduly from the faculty member's obligations to the College or that does not interfere or appear to interfere with a faculty member's ability to conduct work under sponsored agreements.

7.2.5.2 Activities that Present the Potential for Conflict

- a. Relationships that might enable a faculty member to influence the College's dealings with an outside organization in ways leading to personal gain or improper advantage for the faculty member, associates or family members. For example, a faculty member or family member could have a financial interest in an organization with which the College does business and could be in a position to influence relevant business decisions. Ordinarily, making full disclosure of such relationships and making appropriate arrangements to mitigate potential conflict would resolve such problems.

- b. Situations in which the time or creative energy a faculty member may devote to external activities appear substantial enough so as to compromise the amount or quality of participation in the instructional, scholarly, or administrative work of the College.
- c. Situations in which a faculty member directs students into a research area from which the faculty member may realize a financial gain. In such situations, the ability of a faculty member to render objective, independent judgment about the students' scholarly work may be diminished.

7.2.5.3 Activities that are Likely to Present Unacceptable Conflicts

- a. Situations in which a faculty member assumes executive responsibilities for an outside organization that might seriously divert attention from college duties. Faculty members should consult with the appropriate dean before accepting any outside management positions stated in Sections 2.11.4.2 and 2.11.4.3.
- b. Use for personal profit of unpublished information emanating from sponsored agreements or confidential college sources or assisting an outside organization by giving it exclusive access to such information; or consulting with outside organizations that impose obligations upon the faculty member or the College that conflict with the faculty member's or with the College's obligations under sponsored projects.