



FACULTY ASSEMBLY

**REPORT OF THE AD HOC COMMITTEE OF THE FACULTY
ASSEMBLY**

REVIEW OF SCHEDULED SEMESTER LEAVE PROGRAM

**Presented to the Executive Committee of the Faculty Assembly on
March 9, 2021**

**Presented to the Faculty Assembly and Accepted by the Assembly on
March 16, 2021**

Executive Summary

Our goal was to study the current Scheduled Semester Research Leave (SSRL) program at William & Mary to inform the Provost's planned SSRL working groups.

Current Policy. With minor variations among schools, tenured faculty are eligible for SSRL every seventh year at either 80% pay for an academic year, or 100% pay for a semester. Virginia Institute of Marine Science faculty are eligible for only 50% pay for a 12-month period. All faculty must meet "research-active" criteria and submit a post-leave report to their chair, dean, and provost.

Implementation over last seven years. Among the professional schools, SSRL has been used most often in the School of Business (SOB) (82% of eligible faculty) and least often at VIMS (37%). Most faculty choose one academic year at 80% pay, except at VIMS, where a semester is used most. Schools use different strategies for replacing faculty loads, including adjustment and/or cancellation of course offerings, courses taught by other faculty (sometimes as an overload), and hiring of specified-term replacement faculty (visiting assistant professors, adjunct lecturers etc). Currently, 72% of schools/departments have a specific definition of "research active" and 80% of these definitions use quantitative metrics.

Research Leave Policies at Peer Institutions. At a majority of peer institutions (n=14, 58%), faculty are eligible for research leaves with the same frequency as at W&M. Three peer institutions offer more than 50% pay for year leaves. Only two other peers have an explicitly stated and defined "research active" requirement.

Benefits. The SSRL program provides the necessary time for faculty to sustain W&M's teacher-scholar model by supporting research endeavors that enrich the student classroom experience. The SSRL program aids in recruitment and retention of faculty and in the generation of revenue through proposals for external funding. VAPs refresh curriculum and enhance teaching power.

Financial costs. Using data on leaves and salary from A&S in 2019-20, we estimated that the net cost of the SSRL program is around \$940,000, or 2.9% of the total salary for tenured faculty. Because our calculations assume all courses are replaced by fulltime NTEs with salaries and benefits (rather than by adjuncts), this is likely an overestimate.

Conclusions and Recommendations (summarized). The SSRL program allows W&M to fulfill its mission as a preeminent, public research university with a faculty of teacher-scholars at a relatively low cost. We recommend that:

- The Provost annually certify in writing that each unit has a written SSRL policy which contains an SSRL-specific definition of "research active."
- The Provost create a centralized database containing all SSRL policies and definitions of "research-active."
- The Provost or Dean, as appropriate, direct those units with no written SSRL policy to create such a policy and deliver it for review no later than September 1, 2021.
- Each Dean deliver to the Provost, on or before June 30 of each year, a report on number, modes and costs of SSRLs taken during the immediately preceding academic year.
- The Provost shall annually report to the Faculty Assembly the information in this report.
- As part of the SSRL proposal, the faculty member shall provide a summary of their research trajectory over the preceding six years.
- The University shall identify a stable source of funding to offset at least part of the cost of replacement faculty.
- Each Dean or her designee shall create on or before June 30 of each year, a publicly-available list of published research and creative activity produced by current faculty.
- The Provost or her designee shall collaborate with the William & Mary Communications Office to promote and celebrate the scholarly achievements of William & Mary faculty.

1. Introduction

In late August 2020, the Provost established an Ad Hoc SSRL Working Group to examine the current policies and practices of the SSRL program. The working group was charged with reviewing the program's effectiveness in promoting research at W&M. The Provost asked the group to provide recommendations for improvements to procedures (definitions of "research active," review of proposals and leave activity reports, etc), as well as to develop a sustainable cost structure and operational model for the SSRL program going forward. Subsequently, the working group was put on hold while a newly constituted Ad Hoc Provost's Advisory Group on Research Vision and Activity explored the "big picture" of research at W&M, looking at each school's specific vision. In tandem with this effort, in September 2020, the Faculty Assembly convened an *ad hoc* committee to gather data, information, and perspectives on the SSRL program, and provide a report to the Provost. Committee members included Harmony Dalglish, chair (Biology), Tracy Cross (School of Education), Alan Meese (Law School), Jennifer Mellor (Economics and Public Policy), Suzanne Raitt (English), and Anne Rasmussen (Music). David Armstrong (Physics) and Evgenia Smirni (Computer Science) were also regular contributors to meeting discussions. We conducted our work over a period of five months and held more than twelve meetings in that time.

The overarching goal of our work was to gather and analyze four types of information about the SSRL program. First, we sought information on how the SSRL program functions across W&M, including within the Law School, SOB, School of Education (SOE), VIMS, and Arts & Sciences (A&S). Second, we compared the SSRL program at W&M with similar research leave programs at our 24 State Council of Higher Education of Virginia peer institutions, focusing on policy features such as the time between leaves, salary during leaves, and pre-leave research activity requirements. Third, we documented the benefits of the SSRL program, including benefits that align with the University's fresh [mission statement](#). Finally, we investigated the financial costs of the SSRL program to the University.

This report summarizes our findings and is organized into eight sections.

1. Introduction
2. Current program
3. Implementation of the SSRL Program
4. Research Leave Policies at Peer Institutions
5. Benefits of the SSRL Program
6. Financial Cost of the SSRL Program
7. Conclusions and Recommendations
8. Appendices

2. Current Program

University Policy and Procedures

The terms and procedures for the current SSRL program are described in the [Faculty Handbook](#) in Section III.D.2.a (see Appendix 1) and elaborated further in the document [Scheduled Semester](#)

[Research Leave \(SSRL\) Policy](#), approved by the Faculty Assembly on February 21, 2006 (see Appendix 2). The Schools of Arts & Sciences, Education, and Law all follow these procedures. See Appendix 3 and 4 for the policies in VIMS and the School of Business, respectively. Appendix 5 contains a summary table comparing the procedures across schools.

In brief, tenured faculty who are research-active are eligible for an SSRL leave every seventh year of continuous employment. Most academic units have their own criteria for “research active” (see section 3, Aim 3, in this report). A faculty member who plans to go on leave submits a one-page proposal of the research that will be undertaken, well in advance of the leave. The Chair, Program Director, and Dean review the proposal and approve the leave if appropriate. According to the SSRL policy document, faculty may take either a single semester of leave at full pay, or a full year at 80% pay, though for the last few years, Arts & Sciences has offered an additional option: two semesters taken over two academic years at 90% pay for both years. Within three months of the completion of the leave, the faculty member provides a report on their activity during the leave to the Chair, Program Director, Dean and Provost. Failure to submit such a report, or insufficient research during the SSRL, may result in ineligibility for future leaves and the designation of the faculty member as no longer research active.

Arts & Sciences

The School of Arts & Sciences follows the procedures set out in the *SSRL Policy* (see Appendix 2). The SSRL process for each faculty member is initiated in the fall of the year preceding the leave. The Dean sends a memo to department chairs and program directors requesting proposals from all faculty with leaves the following year. The chair (and program director, if appropriate) gathers and submits all the proposals, and confirms that each faculty member is research-active according to the unit’s criteria. The chair also informs the Dean of the length of the leave requested by each faculty member. The chair (and program director, if appropriate) may request funding for replacement teaching from the Dean (for a visiting assistant professor or adjunct lecturer position depending on the major and college-wide curricular requirements). If funding for a replacement is not forthcoming, course offerings may be adjusted, cancelled or (more rarely) courses may be taught by other tenured faculty members as an overload.

School of Education

The School of Education follows the procedures set out in the *SSRL Policy* (see Appendix 2). Assessment of “research active” status is achieved using the criteria contained in the Scholarship section of the activity report completed annually as part of merit review.

VIMS/School of Marine Science

VIMS does not participate in the SSRL program as described in the *Faculty Handbook* and the *Scheduled Semester Research Leave (SSRL) Policy*. Instead, VIMS faculty apply for a Faculty Research Assignment (FRA; see Appendix 3). FRAs are granted for up to twelve months, but if the FRA is longer than six months, the total general funds support provided to the faculty member on leave will be limited to the total, generally-funded salary and fringe benefits normally provided to that faculty member over six months. Faculty are eligible to apply for their first FRA after six consecutive years of full-time service, and every sixth year thereafter. In January and August of each year, the Office of the Dean/Director issues a call for FRA applications, which include a short proposal, including details of expected products. A statement

of support from the department chair is required. Applications are reviewed by the Faculty Council on the basis of merit and the applicant's productivity. Final decisions on FRAs rest with the Dean/Director. Within three months of completion of an FRA, the faculty member must submit a leave activity report to the Chair, Dean and Director. Failure to do so may render the faculty member ineligible for a further leave.

Law School

The Law School follows the procedures set out in the *SSRL Policy* (see Appendix 2). A faculty member who is scheduled for an SSRL requests a determination of research-active from the Associate Dean in early fall of the academic year preceding the year in which s/he wishes to take the leave. The Associate Dean and Dean determine whether or not the faculty member is research active. If s/he is determined to be research active, s/he submits an application and proposal to the Associate Dean and Dean for review and approval. Timing of the leave depends on instructional and financial needs.

Mason School of Business

The Mason School of Business runs a leave program modeled on the regular SSRL program (see Appendix 4). The policies and procedures are identical to those laid out in the *SSRL Policy* (see Appendix 2), with the following exception: if there are extenuating circumstances when a faculty member is found not to be research active, but, at the time of the application, they are "advancing a renewed research program," their application may be approved.

3. Implementation of the SSRL Program

To gather information on how the SSRL program functions across W&M, we designed a short survey to be administered to the deans of the Schools of Law, Business, and Education, VIMS, and Arts & Sciences, as well as all A&S department chairs. The survey (included in Appendix 6) had three aims:

Aim 1: Determine the frequency of SSRLs, including the numbers of eligible (i.e., tenured) faculty and the numbers of SSRLs taken over the past seven years for each type of SSRL (academic year at 80% pay and one semester at 100%).

Aim 2: Document practices regarding faculty work-load replacement during SSRL.

Aim 3: Document definitions of the research active requirement pertaining to SSRL eligibility.

We emailed the survey to all Deans and Department Chairs on 8 October 2020. The Dean of Arts & Sciences replied on behalf of all Arts & Sciences Departments. All other Deans replied for their own schools. Appendix 7 contains the raw response data. Below we summarize the key findings for the survey. Given differences in the way the data were reported, we report findings for Aim 1 on the frequency of SSRL use separately for Arts & Sciences compared to all other schools combined.

Aim 1.1. Frequency of SSRL outside of Arts & Sciences.

At VIMS and the Schools of Business, Law, and Education, the number of faculty that have taken SSRLs over the past seven years is lower than the number who are eligible (Table 1). When faculty take SSRLs, the majority of faculty elect to take the academic year at 80% pay in the Schools of Business (54%), Law (70%), and Education (85%) (Table 1). VIMS is the only school where the majority of faculty (62%) elect to take one semester SSRL at full pay (Table 1). This may be related to the difference in policy at VIMS, where a full 12 months can be taken at 50% pay rather than 80% (See Current Program section above and Appendix 3).

Table 1. Summary of SSRL over the past 7 years (between AY13/14 & AY20/21) in VIMS, Mason School of Business, Law School and School of Education.

	Number of Tenured Faculty in 2020-2021	Number of SSRL	SSRL Percent of tenured faculty	Percent of SSRLs for academic year at 80% pay	Percent of SSRLs for one semester at 100% pay
VIMS	35	13	37%	38%*	62%
Business	34	28	82%	54%	46%
Law	29	20	69%	70%	30%
Education	32	21	66%	85%	15%

* Per VIMS policy, faculty may take either six months at 100% general fund pay and benefits, or *up to* twelve months on six months' pay (50%).

Aim 1.2. Frequency of SSRL within Arts & Sciences.

A&S provided information on SSRL for each individual year, allowing us to look at patterns of leave activity over time (Table 2). Over the last seven years, the percent of faculty taking SSRLs in a given year has declined from 17% to 13% (Table 2). The decrease is caused by both a decline in the total number of SSRLs taken, and an increase in the number of eligible (i.e., tenured) faculty. Across the entire seven-year period, 56% of SSRLs taken are academic year leaves at 80% pay, 12% are leaves of two semesters over two academic years at 90% pay¹, and 37% are taken for one semester at full pay (Table 2). The number of faculty electing the academic year at 80% pay has fluctuated between 48 and 63%, with the notable exception of AY20/21, when, for the first time, more faculty elected a single semester at full pay. We suspect this is related to the economic pressures of the pandemic, as faculty may not have been able to support a decrease in salary with external grants.

¹ This option is not available outside Arts & Sciences.

Table 2. Summary of SSRLs over time across all departments within A&S.

Academic Year	Tenured Faculty	SSRLs (% of tenured faculty)	Academic year at 80% pay (% of SSRLs)	Two semesters at 90% pay* (% of SSRLs)	One semester at 100% pay (% of SSRLs)
14-15	284	48 (17%)	30 (63%)	6 (13%)	12 (25%)
15-16	292	50.5 (17%)	24 (48%)	8.5 (17%)	18 (36%)
16-17	293	50 (17%)	24 (48%)	5 (10%)	21 (42%)
17-18	298	55 (18%)	29 (53%)	4 (7%)	22 (40%)
18-19	308	44.5 (14%)	23 (52%)	4.5 (10%)	17 (38%)
19-20	308	43.5 (14%)	27 (62%)	3.5 (8%)	13 (30%)
20-21	305	40 (13%)	15 (38%)	7 (18%)	18 (45%)
TOTAL			172 (52%)	38.5 (12%)	121 (37%)

* The two semesters at 90% pay for two academic years is counted as 0.5 leave within an academic year.

Aim 2. Practices regarding faculty work-load replacement during SSRL.

According to responses to the survey, there are four ways that the workload of the faculty member on SSRL is absorbed by the department or School. These include: 1) cancelling a faculty member's curricular offerings; 2) assigning an overload to faculty who are not on leave; 3) hiring an adjunct instructor(s) to teach courses; or 4) hiring a Visiting Assistant Professor to teach a full load for a semester or year. It should be noted that Ddepartments/schools also have to absorb service commitments and advising.

The use of these practices varies by school. For example, VIMS does not appoint adjunct instructors, nor do faculty at VIMS teach overloads to cover the courses of colleagues on SSRL; instead, curricular offerings are moved to a different semester to accommodate leave schedules. The lighter teaching load of faculty at VIMS makes this a viable strategy.

The School of Business covers courses by assigning an overload to existing full-time faculty members or by appointing an adjunct instructor to teach the course while the typical instructor is on leave. The Dean of the SOB reports that having existing faculty teach overloads is the usual method while hiring adjunct instructors is rare.

The Law School rarely hires adjunct instructors to cover courses for faculty on SSRL (for example, in the next year they will hire only one such adjunct). Instead, the Law School relies on other faculty to teach the courses required for their curriculum. Faculty can bank and accrue their overload course assignments and exchange them for a course release in subsequent semesters. For at least the last six years, the Law School has not appointed any visiting faculty to cover needs that arose from SSRLs.

The School of Education usually covers courses by assigning overloads or by hiring adjunct instructors.

All four strategies are used across Arts & Sciences and their use varies greatly by department depending on the demand for major and college-wide curricular requirements. Arts & Sciences is

the only unit that hires Visiting Assistant Professors, although not all departments do so. Although the Deans of Business, Education and Arts & Sciences all reported that teaching overloads are used to accommodate SSRs, none indicated whether and how these overloads were compensated.

Aim 3. Document definitions of the “research active”

We received information on research active definitions from 28 units (either department or school, see Appendix 6) that included all of the departments within Arts & Sciences as well as VIMS, the Schools of Law, Business and Education. Outside of A&S, this information was provided by the deans of each school; within A&S, the information was provided by Heather Power in the Arts & Sciences Dean’s office via a Box folder containing department policies.

For each unit, we determined whether: 1) a separate document includes the research active definition, or whether the definition exists within the broader policies and procedures of the unit; 2) the definition contains quantitative metrics, qualitative metrics or both; and 3) the definition references any assessment of the quality of the research activity.

Of the 28 units, 21 or 75% have separate, stand-alone documents that define research active. Of the remaining eight units that do not have a separate document, six have statements within their handbooks or procedures that define research or scholarly activity but do not define research active.

Seventeen of the 28 units, or 60%, use quantitative metrics to define research active. The use of quantitative metrics is more common among units that have a separate, stand-alone statement defining research active. 80% or 17 of 21 units that define research active use quantitative metrics in the definition.

Two types of quantitative metrics are commonly used: The first is a specific number of products (e.g., 3 publications/performances or 1 book) in a given time frame. The second is a minimum merit score for research over a certain amount of time. Twelve of the seventeen units that reference quantitative metrics in their definition measure the number of products (70%), while five units use a minimum merit review score (30%).

Six units use qualitative metrics without stating a number of products required for the faculty to be considered research active. For example, several units require significant contributions in the form of publication, presentations at national meetings, or grant submissions, but these units do not define a specific number or contributions or how often such contributions are expected. Twelve units differentiate the quality of the research output in their research active definitions. For example, some units assign more weight to peer-reviewed writing or creative work, to international or national venues, or to invited contributions. Other units appear to deem products requiring more effort, such as a book, as being higher quality. Where appropriate, creative endeavors, such as original artwork, performances, productions, compositions, exhibits, and installations are evaluated in the same way as are publications. This is done for both quantitative and qualitative metrics. Only one unit expressly states that productivity from any previous SSRs must be demonstrated in order to qualify for a future SSR, although the university

policy notes that insufficient research during an SSRL may result in ineligibility for future leaves and the designation of the faculty member as no longer research active (see Appendix 2).

4. Research Leave Policies at Peer Institutions

We located research leave policies at twenty-three of W&M's twenty-four SCHEV peer institutions, or peers.² We examined three aspects of each policy: time between leaves, salary during leaves, and pre-leave research activity requirements (See Appendix 8 for the data).

Time Between Leaves

At fourteen peers, faculty are eligible for research leave every six years (sometimes expressed as every 12 semesters). At three peers, faculty are eligible every five years. One peer allows faculty to apply every four years. We could not determine the length of time between leaves at one peer. Two peers allow faculty to earn a one quarter leave (at full pay) every three years, a two-quarter leave (at full pay) every six years and a three-quarter leave (with full pay) every nine years.³ Another peer grants full pay leaves of increasing length every nine quarters of service.⁴ Finally, one peer grants faculty a semester leave at 80 percent salary every three years.

In summary, faculty at a majority of SCHEV peers are eligible for leaves with the same frequency as those at W&M. At the same time, faculty at several other peers are eligible more often.

Salary During Leaves

Nearly all peers pay faculty members their full salary during a one-semester research leave. Most paid only half of full salary for yearlong leaves. Three peers offered more than half salary for yearlong leaves (67% salary in one case, 80% in another, and 75% in another). Two other institutions offered two quarters of leave at full pay after six years of service. These two institutions also offered reduced pay leaves at shorter intervals (e.g., a two-quarter leave at 67% pay every four years). Notably, faculty salaries at W&M are, on average, significantly below faculty salaries at our peer institutions. For example, in fiscal year 2016 (the last year for which

² These peers are: Boston College, Boston University, Brandeis University, Brown University, Clemson University, Dartmouth College, Emory University, Georgetown University, Marquette University, Rutgers University-New Brunswick/Piscataway, SUNY at Binghamton, Syracuse University, Tufts University, University of California-Irvine, University of California-Santa Barbara, University of Connecticut, University of Delaware, University of Georgia, University of New Hampshire-Main Campus, University of North Carolina at Chapel Hill, University of Notre Dame, Vanderbilt University, Wake Forest University, Washington University in St Louis, and Yeshiva University.

³ Both institutions also apply a sliding scale approach whereby a faculty member can obtain more frequent leaves at less than full pay.

⁴ At this peer, faculty receive one quarter off every nine quarters, two quarters off after eighteen quarters and three quarters off after twenty-seven quarters.

we found actual salary data), mean W&M faculty salary was \$99,594, or 17.7% below the 60th percentile of the SCHEV peer group faculty salaries (\$117,252).⁵

Research Activity Requirements

Finally, we only identified two peer institutions with policies that have an express requirement of pre-leave research activity. Many (but not all) policies required faculty to submit a research proposal, sometimes as part of a competitive process, and a few vaguely considered past research activity when determining whether to grant a leave. Some peers granted research leaves as a matter of right, with no apparent requirement of research activity.

Summary

The SSRL policy at W&M is among the majority of its peer group in terms of the frequency with which faculty are eligible for research leave. The SSRL policy at W&M is one among four in the peer group that offer more than half salary for yearlong leaves. Only two other institutions in the peer group have an explicitly stated and defined requirement for research activity of its faculty in order to be eligible for research leave.

5. Benefits of the SSRL Program

We considered the benefits of the SSRL program from the perspective of three broadly-defined constituents: 1) individual faculty, departments, and programs; 2) the institution; and 3) academia at large and the public sphere. In doing so, we considered the SSRL program in the context of the [2019 Faculty Survey](#) and of the university's fresh [Mission Statement](#) which defines W&M as a "*preeminent, public research university*" where members seek to "*transcend the boundaries between research and teaching, teaching and learning, learning and living.*"

1) Importance for individual faculty, departments, and programs

The SSRL program directly supports faculty research and creative endeavors, which are positive and necessary aspects of faculty culture and intellectual life at W&M. SSRLs allow faculty to pursue multi-pronged, multi-year research projects that result in publications, creative work, grants, and awards. It is worth noting that most faculty are on nine-month contracts and are not paid over the summer, when the majority of research takes place. Leaves that compensate faculty as they focus exclusively on research during the academic year can increase faculty ability to produce cutting-edge scholarship and creative work.

The Associate Dean of the Business school notes, "In addition to the benefits to faculty member research, providing a strong SSRL program for research-active faculty is an important part of our ability to maintain accreditation."

Faculty scholarship yields numerous benefits for W&M students. Faculty with active research agendas can provide collaborative research opportunities among students and faculty in the creation of new knowledge and can stimulate dynamic and up-to-date classroom experiences.

⁵ From "W&M Faculty Salaries SCHEV Peer Group and Salary Distributions," April 2017. Available at https://www.wm.edu/about/administration/bov/documents/meetings/2016_2017/2017-04-academic-affairs.pdf.

Faculty return from SSRLs refreshed, excited about their research, and with new teaching arrows in their quiver. SSRLs go a long way toward a re-set and rejuvenation of a faculty member's teaching, research, and career goals. They help to *"empower those who live, learn, and work here to make choices toward a healthy and fulfilling life."*

SSRLs assist departments and programs in *recruiting* and *retaining* faculty. According to the 2019 Faculty Survey, dissatisfaction with research support was the second most common reason (38%) given by faculty pursuing career options beyond W&M, and the perceived "lack of institutional support for professional development and growth" also factored heavily into these considerations. The importance of SSRLs in recruiting and retaining faculty was also noted in our survey of W&M schools and departments. According to one respondent, W&M competes for faculty with other schools that have lower teaching loads, more graduate student support, and higher salaries. The slightly more generous SSRL program at W&M "doesn't come close to narrowing this gap but it helps."

An added benefit of the SSRL program is that it enriches departments with the teaching power of visiting instructors. Visiting Assistant Professors (VAPs) and adjunct instructors can offer new perspectives and bring the latest paradigms from their fields. VAPs often teach more than regular faculty, and they teach courses in their special area in addition to large introductory courses, both of which are a boon to departments that cannot always offer the entire breadth of a discipline. Hiring of VAPs and adjunct instructors can help us demonstrate the ways in which W&M is *"a vibrant and inclusive community" that "embraces diverse people and perspectives."*

2. Importance for the University

The time for focused research conducted during SSRL can lead to increased grant funding from prestigious institutions, among them the National Science Foundation, the National Endowment for the Humanities, the Fulbright Foundation, and the American Council of Learned Societies. Grant funding, publications, and increased citation of such work directly impact University rankings. It should be noted that in the 2019 Faculty Survey, of the 463 faculty who responded, 272 indicated that they received at least one external grant and 261 indicated that they had previously received an internal grant over the past three years. Quoting the report: "Moreover few faculty were satisfied with the support they received for *applying* for external grants. ... "we believe that it would be in the best interest of the institution to identify and rectify ongoing issues with this process, given the revenue that external grants provide." (Page 5)

SSRLs allow faculty to pursue research and collaborations at national and international sites and venues and at libraries, archives, and laboratories, resulting in expanded networks that often include our students, thus fulfilling the institution's diversity initiatives and goals of internationalization. Contacts made during SSRLs become guest scholars, speakers, and artists-in-residence, reinforcing and expanding W&M's reach into the world and its commitment to cultivating global citizenship. Such contacts can become future mentors and employers for students. Faculty whose networks span the nation and the globe are key to the *"cultivat[ion of] creative thinkers, principled leaders, and compassionate global citizens equipped for lives of meaning and distinction."*

3. Importance for the Public Sphere

The SSRL program expands the reputation and reach of W&M and supports the institution's *"unceasing efforts to make a meaningful difference in our communities, the state, the nation, and the world."* SSRLs provide the necessary time for faculty to accept appointments such as editorships or officer positions in academic societies, or as they engage in public humanities or other applied work in the public sector, or at other institutions as guest professors. With VAPs among our faculty cohort, reverberations of *teacher training* at W&M occur at professional conferences, in the recruitment of students, recruitment of faculty, and in faculty collaborations across institutions. VAPs with experience from W&M on their vitae go on to spread the good news about W&M, a place that cultivates *"creative thinkers, principled leaders, and compassionate global citizens equipped for lives of meaning and distinction."*

Finally, W&M's SSRL program acknowledges that not all of our aspirations can be realized through teaching and service on campus and in Williamsburg without supported release time *"to engage with individuals and communities both near and far" [in order to devote] "our knowledge, skills, and time to serving the greater good."*

6. Financial Cost of the SSRL Program

We sought information on the costs of the SSRL program from various reports available on the W&M website. We found only one published estimate in a 2011 report from the *Ad Hoc* Committee on Research Facilities and Administrative Allocations that defined the annual cost of the SSRL program as \$1.6 million. Since few details on how this cost was determined were given, we sought to estimate the cost of the SSRL program using several data sources, including the survey data described in section 3 above.

The main cost of the SSRL program is the cost of replacement faculty who teach courses that are not being taught by the faculty who are on leave. As described in section 2, schools vary in their approach to covering these courses. For example, many A&S departments rely on a mix of non-tenure eligible faculty and adjuncts to teach replacement courses, while other schools rely on existing tenured or tenure-track faculty to do so.

Given this variation, we used data from one school (Arts & Sciences) and one year (2019-20) to generate a rough estimate of the cost of hiring replacement faculty to support SSRLs. We choose Arts & Sciences for several reasons. It is the largest unit on campus and is more likely than the other schools to hire specified-term faculty to replace the teaching of faculty on SSRL. As a result, Arts & Sciences incurs the bulk of the direct costs for replacement faculty, namely one hundred NTE faculty and dozens of adjunct faculty. When units rely heavily on overloads, it is more difficult to assess costs without specific information on how overloads are assigned (how often, how many courses are involved, who teaches them, and whether they are compensated). Finally, we chose 2019-20 for this estimate since data from 2020-21 suggest that the pandemic may have altered faculty leave patterns (see Table 2).

We used several sources of data to estimate the cost of SSRLs in A&S for 2019-20. We used Arts & Science responses to the survey regarding the number of leaves taken in each of the

following categories: one-semester leaves at full pay, academic year leaves at 80%; and one-semester leaves taken in two consecutive years, at 90%. We also used data on average salaries by type of faculty member obtained from the W&M Faculty Compensation Board.

We made a number of assumptions as well. We assumed that each semester of leave by a faculty member requires that two replacement courses be taught. We assumed that all replacement courses are taught by NTE faculty, and that each NTE faculty teaches six courses per year and receives benefits that cost 40% of salary. Based on these assumptions and the average salary for an NTE faculty member, we estimated the cost of replacement faculty to be \$1.6 million in 2019-20 for the 150 replacement A&S courses that were required in that year. Subtracting the salary that is foregone by some faculty (i.e., those taking 80% or 90% of pay for the year) provides the net cost of A&S replacement faculty, which we estimated to be \$940,000 for 2019-20.

For various reasons, \$940,000 may be an overestimate of the SSRL program's costs in Arts & Sciences. First, actual costs of replacement faculty may be lower if replacement courses are taught by adjuncts (who are paid per course at an annual equivalent that is less than the average NTE salary and who are not offered benefits). Costs may be lower if departments do not hire replacements for all of the courses taught by faculty who are on leave. In addition, this estimate may overstate the costs of the SSRL program if some leaves are provided as retirement incentives. In such cases, the replacement costs are incurred for purposes other than supporting faculty research. Finally, our estimate does not take into account the offset of these costs generated by the indirect costs revenues from faculty external grants that are often timed with full-year SSRLs, or result from prior SSRLs. Of course, other factors could also lead our dollar figure to understate the cost of the program as well (e.g., if faculty taking full year leaves at 80% pay were overrepresented by faculty with lower than average salaries). We lack the data required to take these factors into account.

That said, to put the \$940,000 estimate in context, we compare it to the estimated salary paid to *all* A&S Associate and Full professors eligible for SSRLs. In 2019-2020, data from the Faculty Compensation Board report suggest that total salaries for tenured A&S faculty were \$32.8 million. Thus, \$940,000 amounts to 2.9% of the total salaries of those who benefit from it, or 2.1% of total salaries and benefits combined (assuming a 40% benefit rate), and for reasons noted above, perhaps considerably less.

7. Conclusions and Recommendations

Conclusions

The SSRL program allows W&M to fulfill its mission as a preeminent, public research university with a faculty of teacher-scholars at a relatively low cost. W&M's SSRL program is among only a handful of programs at peer institutions that require faculty to meet criteria for 'research active' within their departments/schools in order to be eligible. W&M is near the top of its peer group in compensating an academic year SSRL at 80% pay. As the trends in SSRL use at VIMS illustrate, when the full year is compensated at 50% pay, fewer faculty will elect to take the full academic year SSRL. It is not clear what such a loss of focused research time will cost in faculty scholarly productivity. To our knowledge, hard data on the impact of SSRL on faculty

scholarship and teaching has not been collected at W&M. While post-SSRL reports are required and would likely contain these data, currently, no central effort to quantify the impact of the SSRL program on scholarship and teaching at W&M has been done. The SSRL program is among the most direct ways the University supports faculty scholarship. Maintaining this support should be an important goal of the administration as a key component of increasing faculty retention: the latest faculty survey indicates that lack of research support is the second most common reason faculty state for seeking employment elsewhere.

Recommendations

Based upon the Committee's assessment of the SSRL policy as implemented by the University's various units, the Committee makes the following recommendations.

- The Provost annually certify in writing that: (1) each unit has a written SSRL policy that has been approved by the faculty of the unit and (2) she or her designee has reviewed each such policy and determined that each such policy contains an SSRL-specific definition of "research active."
- The Provost create a centralized database containing: (1) The University's SSRL policy and (2) each unit's individual SSRL policy, including each unit's SSRL-specific definition of "research active."
- The Provost or Dean, as appropriate, direct those units with no written SSRL policy to create such a policy and deliver it for review no later than September 1, 2021.
- Each Dean deliver to the Provost, on or before June 30 of each year, a report containing the following information: (1) the number of faculty who took an SSRL during the immediately preceding academic year; (2) whether such SSRLs were for a semester or entire year; (3) how the unit replaced the reduced teaching power associated with the SSRL of each such faculty member; (4) the method and cost of each such replacement; and (5) the salary savings realized by the School because of year-long SSRLs at reduced salaries.
- The Provost shall annually report to the Faculty Assembly the information received pursuant to the annual reports required by the immediately preceding paragraph.
- As part of the SSRL proposal, the faculty member shall provide a summary of their research trajectory over the preceding six years, including publications and/or creative activity. If the faculty member has had a previous SSRL, the faculty member shall provide a separate statement of how that previous SSRL affected their research trajectory.
- The University identify a stable source of funding to offset at least part of the cost of replacement faculty such as Visiting Assistant Professors.
- Each Dean or her designee create on or before June 30 of each year, a publicly-available list of published research and creative activity produced by current faculty. Where possible, a school's list should include a link to the publication or creative activity.
- The Provost or her designee shall collaborate with the William & Mary Communications Office to promote and celebrate the scholarly achievements of William & Mary faculty to various audiences, including alumni, students, faculty, staff, the Board of Visitors, Governor, General Assembly and the general public.

Items for further consideration related to the SSRL policy:

- Each academic unit leader (Chair, Program Director) shall monitor research activity and provide mentoring for faculty who are not deemed research active.
- Each Dean shall identify how his or her school ensures that faculty applying for an SSRL and faculty currently on an SSRL receive appropriate mentoring.
- Each Dean shall identify the procedures in place within his or her school to ensure that the SSRL program is consistently and equitably implemented for all eligible faculty.

8. Appendices

Appendix 1. Excerpt from *Faculty Handbook*, III.D.2.a, p. 44

Scheduled Semester Research Leave

The university offers regularly Scheduled Semester Research Leave with pay to full-time tenured faculty members who are “research-active” according to the definitions adopted by the faculty member’s program, department, and/or school. In the normal course of events, research-active faculty members will receive a Scheduled Semester Research Leave every seventh year of continuous employment. Faculty who receive and accept a Scheduled Semester Research Leave shall, after the completion of the leave, submit a Leave Activity Report; failure to do so may render the faculty member ineligible for a subsequent Scheduled Semester Research Leave (see “Scheduled Semester Research Leave Policy.”)

Appendix 2.

Scheduled Semester Research Leave (SSRL) Policy

Approved by the Faculty Assembly February 21, 2006

a. Preamble

Faculty research and scholarship are part of the core mission of the university and fundamental to a) recruiting and retaining the best faculty, b) assuring that they and our students are nationally and internationally recognized, and c) allowing faculty the time to remain accomplished scholars, and therefore enhancing the intellectual climate and academic richness of every classroom, laboratory, and studio. A formal research leave policy is essential to enable individual faculty to achieve the highest levels of research productivity and to maintain the traditionally exceptional quality of the College faculties.

The scholarly work of the faculty at the College is demonstrated by the amount, depth, and quality of its research, creative and scholarly activity. This is evidenced by their publications, external grant and sponsored project support, performances, exhibitions, etc. An increasingly large fraction of the tenured and tenure-eligible faculty at the College are “research active,” and need regular research leaves. This is consistent with §IIID and §IIIF7a of the Faculty Handbook (2005 ed.).

b. Effective Date

Effective with the beginning of the 2007-2008 academic year, the current Faculty Research Assignment (FRA) program will be replaced by the Scheduled Semester Research Leave program (SSRL).

c. Procedures:

i. All full-time faculty who are designated as “research active” shall be eligible for an SSRL. Typically, a faculty member’s first SSRL will be no sooner than the year following the award of tenure at the rank of associate professor. Eligibility for subsequent leaves will commence on the sixth anniversary of the first leave and every sixth year thereafter assuming the faculty member continues to meet appropriate criteria by remaining research active (see §IIIF#c.iv and §IIIF#c.vii. 2006 ed.) and are in good-standing. This means that a research-active, tenured William and Mary faculty member in good standing will, in the normal course of events, be able to plan on a SSRL every seventh year of continuous employment. For faculty hired with tenure or with an accelerated tenure decision date, the date of first SSRL eligibility should be specified in the first employment contract.

ii. Each department, program, and school shall establish and maintain a current list of research active faculty who are eligible for SSRLs and a calendar that indicates when each leave-eligible faculty member may take his/her next SSRL.

iii. No less than eighteen months in advance of the SSRL, the faculty member shall formally notify his/her Chair, Program Director, and Dean of his/her intent to take the scheduled leave. This SSRL Proposal need consist of no more than a concise statement —typically one page — which summarizes the research project or projects the faculty member plans to pursue while on leave, the duration of the leave (see §IIIF#c.vi, 2006 ed.), and the probable publications, grant

proposals, creative activities, or other product of the research to be accomplished while on leave. The Chair, Program Director, and Dean will approve this leave within four weeks unless there are concerns as to the eligibility of the faculty member or other, unforeseen events which lead the Chair, Program Director, or Dean to have concerns as the impact of the scheduled leave on the quality of the academic program.

The Chair, Program Director, and Dean may wish to discuss with the faculty member the timing of this leave, but will not, in the normal course of events, deny a faculty member his/her scheduled leave. Normally, the circumstances that might lead a Chair, Program Director, or Dean to wish to negotiate the predetermined schedule will be based on financial exigency or staffing matters unforeseen at the time of development of the most recent unit leave schedule. In either case, the Chair, Program Director, and Dean must demonstrate that the faculty member's scheduled leave will have a demonstrably negative impact on the quality of instruction in the unit (see §IIIF7c3, 2005 ed.). A faculty member whose regularly scheduled leave is deferred or denied may appeal that decision to the Dean, in the case of the Faculty of Arts and Sciences, and to the Provost.

Should the faculty member wish to defer the scheduled leave for good and sufficient reasons, he/she will negotiate that deferral with the Chair, Program Director, or Dean and, to the extent necessary, with other faculty whose scheduled leaves may be impacted. In the normal course of events, a mutual agreement to defer a leave by no more than one year will not alter the schedule of the faculty member's next SSRL.

Faculty who hold joint appointments and whose SSRL will affect the instructional programs of both home and host unit(s) must have their SSRL scheduled in all units and should present the SSRL Proposal to all relevant Chairs, Program Directors, and Deans for prior approval.

iv. Individual departments, programs, or schools (as the case may be) shall determine whether faculty are "research active" by applying guidelines that each department, program, or school adopts for this purpose. Departments, programs, or schools may choose to employ the research scores generated as part of annual merit reviews in their respective definitions of "research active." The guidelines should be as explicit as possible consistent with the standards of the unit. Guidelines may vary from unit to unit consistent with that unit's primary mission, e.g., Ph.D.-granting units may have different standards than a baccalaureate-only unit. Units may also wish to consider criteria that will take into account publications and active scholarship that involve inquiry and research into the best practices of teaching and learning (the Scholarship of Pedagogy in the terminology of Ernest Boyer). Guidelines will be subject to approval by the Faculty Research Committee (FRC) as will any substantive changes in these guidelines.

v. A faculty member deemed "research inactive" by his or her department, program, or school shall have a right of appeal. For faculty in A&S that appeal is first made to the Dean of the Faculty. For non-A&S faculty and for A&S faculty whose appeal to the Dean is unsuccessful, an appeal is then made to the FRC pursuant to procedures the FRC shall promulgate for this purpose. In deciding the appeal, the Dean and/or FRC shall apply the approved definition of "research active" adopted by the department or school in question and the FRC. An FRC finding may be appealed to the Provost.

vi. Faculty eligible for an SSRL may elect to receive a one-semester leave at full pay or a one-year leave at 80% pay. Faculty who choose the latter option should so indicate in their SSRL Proposal and provide essential context in that proposal as to why a full-year's SSRL is warranted. Faculty who elect to take a one-year leave at 80% are strongly encouraged to seek external funding to support their salary during the period they are on leave.

vii. Faculty who receive and accept an SSRL shall, after the completion of the leave, submit a Leave Activity Report to their Chair, Program Director, Dean, and the Provost summarizing the results of the research conducted during the assignment. It should also include the SSRL Proposal. This report is due no later than three months after the beginning of the academic semester immediately following the faculty member's return from the SSRL, though the faculty member is strongly encouraged to update this report as publications and other scholarly/creative products of the leave become available for citation.

Failure to submit a Leave Activity Report may render faculty ineligible for a subsequent SSRL. That decision will rest with the faculty member's Dean and/or the Provost. In addition, should the Chair, Program Director, or Dean, determine from the Leave Activity Report that the faculty member has not accomplished sufficient work to justify continuing designation of the faculty member as "research active", that assessment will be conveyed to the faculty member and the Chair and Program Director as appropriate and a reevaluation of that faculty member's status will be made by the department, program, or school consistent with department, program, and school guidelines and procedures (see §IIIF#c.iv & v, 2006 ed.). The basis for that evaluation will be a comparison of the selfdescribed results of the SSRL in the Leave Activity Report with the standards for research active designation in the faculty member's home and/or host unit(s) and the proposed plan of work in the SSRL Proposal.

viii. Faculty are expected to return for at least one year's full-time employment at the College following a SSRL. Exceptions will, under normal circumstances, have the approval of both the faculty member's Dean and the Provost in advance.

Appendix 3.

Policy and Procedure Document
Virginia Institute of Marine Science
College of William & Mary

Number: PPD - 1306
Subject: Faculty Research Assignments

POLICY AND PROCEDURES FOR FACULTY RESEARCH ASSIGNMENTS Virginia Institute of Marine Science/School of Marine Science College of William & Mary

Introduction

Research is a significant component of the activity of the Faculty of the Virginia Institute of Marine Science of the College of William & Mary. Faculty Research Assignments are a principal means of faculty development and enrichment that can provide an opportunity for intensive research, collaborative projects, and learning new techniques, either on or off campus, while relieving the faculty member of teaching, advisory, and administrative responsibilities. By this means the continuing development of members of the faculty as scholars and researchers will be enhanced, as will the reputation, capabilities, and stature of the College and Institute.

Support for Research Assignments

Faculty Research Assignments can be granted for up to twelve months. For Research Assignments that are six months or less in duration, the faculty member's current fraction of generally-funded salary and fringe benefits will be provided to support the research assignment. For Research Assignments with durations between six and twelve months, the faculty member's total general funds support over the full course of their Research Assignment will be limited to the total generally-funded salary and fringe benefits normally provided to that faculty member over six months. In some years, a small amount of general funds may be available to support non-salary costs directly related to the Research Assignment.

Eligibility

All Faculty members of the Virginia Institute of Marine Science (except emeriti) who have completed six consecutive years of full-time service are eligible to apply for Faculty Research Assignments. Faculty members are eligible for subsequent research assignments every sixth year from the end of the previous assignment.

A faculty member hired with or without tenure will receive 1 year of credit for every 2 years of faculty service since a previous sabbatical or research leave at another institution, up to a maximum of three years of credit. Faculty service is understood to mean full-time, formal appointment at the level of Assistant Professor or above excluding teaching assistantships, post

doctoral fellowships, and similar positions at other institutions before the applicant joined the VIMS faculty.

Conditions of Research Assignments

Research Assignments are made on the condition that the recipient will:

- Return to active service at the Institute for a minimum of one year following the period of the assignment.
- Activities including outside or overload employment during the period of the assignment must be consistent with the Policy on External Paid Employment (<http://www.wm.edu/provost/pxpe/>). Institute teaching and service activity during the period of the assignment are neither required nor expected.
- Acknowledge the support of VIMS in all subsequent publications or other work arising from research conducted during the term of the assignment.
- After the completion of an FRA, the faculty member must submit a Leave Activity Report to their Chair and the Dean and Director summarizing the results of the research conducted during the assignment. The report is due no later than three months after returning from leave.
- Failure to meet any of the conditions listed above may render faculty ineligible for a subsequent leave assignment. That decision will rest with the Dean and Director.

Expectations

The proposed project should hold promise of professional faculty development and/or enhancement of institutional reputation. The project must have the potential of leading to a meaningful contribution in its field. Publication should be the ultimate aim of the project. Writing books, preparing existing large data sets for publication, or learning new research methods are acceptable undertakings, but a product is still expected for the latter. Thus, the faculty member must have a definite goal in mind for use of the new research technology. Curriculum development and enhancement is also an acceptable undertaking, but a definitive product is expected and prior recommendation by the Academic Council is desirable.

Application

The Office of the Dean/Director will issue a call for Research Assignments applications in January and August of each year. It is best to apply at least six months prior to the date of taking leave. A short proposal of the activity, justification, and expected products are required along with a current CV in the standard College format. The application should state specifically what the faculty member intends to do and be treated as if it were a proposal to a granting agency; it should be concise and include sufficient detail to withstand review. Discuss the current status of the project as well as the probable state of completion this Faculty Research Assignment would make possible.

The application is limited to a cover page and two (2) additional pages of text. Supplementary material such as literature cited, invitation letters, figures, tables, etc. can be included as additional pages. The cover page should contain the following:

Name:

Title of Project:

Proposed Duration of Assignment with Start and End Dates:

Amount and Source of Other Salary Support if Duration Exceeds Six Months:

Submit electronic versions of the application, a current Curriculum Vitae (standard College format), and a statement of support from the faculty member's Department Chair to the Faculty Council Chair by the date specified in the latest call for applications.

Criteria and Procedures for Review

The Faculty Council will meet within a month of the closing date to evaluate the applications. Faculty Council members are eligible to submit applications, except the Chair during the first two years of service. Members who submit applications will not review any applications; the alternate for that Department will replace the member for purposes of application review.

Applications will be evaluated on the basis of merit (including the clarity of the proposal) and the applicant's productivity. It is the responsibility of the applicant to demonstrate that the proposed activity satisfies the following:

a) Regarding merit: research is considered to consist of discovery, creation, invention, or creative synthesis of new knowledge. Therefore, the proposed project should have potential of leading to a meaningful contribution in its field. Clarity is taken by the Faculty Council to be a mark of good scholarship, therefore the application should state specifically what the applicant intends to do and it should make the project comprehensible to colleagues who are not experts in the applicant's field.

b) Regarding productivity: productivity is defined as the publication of the research in peer-reviewed formats (recognized journals and periodicals, monographs, etc.), or its dissemination through the applicant's active participation in peer-reviewed conferences or other accepted forms of research communication in the applicant's discipline. In evaluation of the productivity of the applicant the Faculty Council will take into account: (1) potential for publication or similar types of dissemination appropriate to the discipline; (2) prior research record of the applicant, including the existence of tangible results from previous research support; (3) grants received or applied for by the applicant in the most recent period prior to the application.

The Council reserves the option to solicit external review of proposals should it so desire. If the proposal requires approval by the Institutional Animal Care and Use Committee, it should be submitted to that committee prior to submission to the Faculty Council. A proposal to work at another institution will require approval of that institution's animal use committee. Final approval of the Faculty Council will await approval by the appropriate committee.

The final ranking of applications will be by majority vote of the Council. Following the evaluation of applications based on these criteria, among proposals of comparable quality, special consideration will be given first to applicants who have not previously received a faculty research assignment, and second to applicants who have not received a faculty research assignment in more than six years. Based on the rankings, the Chair of the Faculty Council will prepare for consideration by the Dean/Director a prioritized list of faculty recommended for Research Assignments. Recommendations by the Council will be forwarded to the Dean/Director within two weeks of application review. It is the responsibility of the Chair of the Faculty Council to respond to inquiries regarding the disposition of applications. If an application is declined, the Chair will provide the applicant with a brief written explanation of the decision. The applicant has the option of meeting with the Faculty Council to discuss the decision.

Late or Out of Cycle Applications'

A faculty member provided with a special opportunity to conduct research that cannot wait for a normal review cycle and necessitates a quick decision may file an application for a research assignment after the deadline. In addition to the application in usual form, the faculty member must submit a statement (not to exceed two typed pages) that explains the special circumstances that would require granting a faculty research assignment out of cycle. Under these circumstances, the Council will consider the application.

The Role of the Dean and Director

Final decision on Faculty Research Assignments will rest with the Dean/Director. Institutional and programmatic considerations may affect the timing of leave, and the Dean/Director will work with faculty who are selected for leave to ensure that the timing is mutually acceptable. Following each call for proposals, the Dean/Director will report his final decision to the Faculty Council, and provide rationale for decisions that diverge from recommendations of the Faculty Council. In unusual circumstances, the Dean/Director may grant leave that falls outside the scope of these policies and procedures.

Teaching/Research/Advisory Responsibilities

Replacements for teaching, mandated research, and/or necessary advisory activities will be the responsibility of the Administration and the affected Department, not of the faculty member on leave. In some cases a Research Assignment could be deferred or interrupted because of teaching, research, or advisory duties, but every attempt will be made to provide the necessary support in order to avoid delays or interruption of research leave. Nonetheless, commitments by faculty to advising of graduate students, including membership on graduate committees, shall be honored by faculty while on research leave through, at a minimum, remote/virtual participation in meetings with students.

Date: July 1, 2009, original
 December 8, 2009, Rev. 1
 May 10, 2010, Rev. 2
 September 7, 2016, Rev. 3

Appendix 4: Mason School of Business SSRL Policy

SCHEDULED SEMESTER RESEARCH LEAVE (SSRL)

Questions about this application should be directed to the Senior Associate Dean of Faculty & Academic Affairs (Email: Kim.Smith@mason.wm.edu)

Research and scholarship are core to our mission. Our Scheduled Semester Research Leave (SSRL) Policy, which is modeled on the University's [SSRL policy](#), is designed to help faculty accelerate their research output by providing an extended block of time to focus on research projects. This document outlines the qualifications and application procedures for a Mason SSRL.

SSRL Eligibility

1. All full-time tenured Mason faculty are eligible to apply for a SSRL. The year in which each faculty member may apply for SSRL can be found in a spreadsheet that is maintained by the Associate Dean and housed on MyMason under [Faculty Resources](#). This spreadsheet shows the academic year (AY) of each faculty member's last SSRL, the earliest AY for which the faculty member is next eligible, and the spring in which faculty can apply for SSRL.
2. Generally, the first application for SSRL may be submitted no sooner than the 6th year in a tenure track position or the year in which one is being reviewed for tenure, whichever is later. For faculty hired with tenure or with an accelerated tenure decision date, the date of the first SSRL eligibility should be determined at the time of hire. This may involve one or more years of credit toward SSRL, resulting in a reduction in time to eligibility.
3. Subsequent applications may be submitted no sooner than the seventh anniversary of the most recent approved application. This means that a qualified Mason faculty member will, in the normal course of events, be able to plan on a SSRL every 7th year of continuous employment. Years during which a faculty member is not deemed to be eligible do not count as deferral years, meaning they will not be applied as credits toward future SSRLs. (For example, a faculty who is not research active in the 6th year of a SSRL cycle, but is active the following year, does not accrue a year of deferral credit toward their next SSRL.)
4. Mason faculty who meet the conditions above and are "research active" are eligible for SSRL. To be research active in the Mason school, one should provide compelling evidence of meaningful top-tier research activity over the last two years and meet one or more of the criteria below:
 - a. In the last five years have published one or more peer review articles in a [Financial Times 50](#) journal (FT50) or in a peer reviewed journal with a [SCImago Journal Rating](#) above the median SJR of the FT50 journal set (currently, this cutoff is a SJR = 4.5);

- b. Authored one or more scholarly books (based on primary evidence) in the last five years under a publisher with a [Sense Rating](#) of A (Note: edited books or books to which one has contributed a chapter do not count for this criteria.);
- c. Published one of the above in the last ten years and have made downstream research activity progress (see below) toward one of the above in the last five years,
- d. Published three or more of the following in the last five years:
 - i. Peer reviewed journal articles in outlets with SJR of 0.4 or higher;
 - ii. Scholarly books (with primary evidence) with a Sense Rating of B; and
 - iii. Chapters under publishers with a Sense Rating of A.
- e. Has not met the any of the four criteria above and may not have been “research active” within the last two years because of extenuating circumstances (e.g. a prolonged stint in an administrative duty, transition from previous research standards, etc.), but has designed, articulated and is in the process of advancing a renewed research program that is directed at producing outcomes like those specified in a-d above. This would include upstream meaningful activities like those specified below, and ideally some early evidence of mid-stream activities like those below.

Note: In all cases where “last X years” is referenced in this document, this means the last X calendar years, excluding the current year. For example, for an application being made in CY 2020 for SSRL in AY20-21, the last two years would run from January 1, 2018 through December 31, 2019.

- 5. The phrase “meaningful research activity” is intended to capture efforts that are antecedents to the creation of meaningful general knowledge. These can be parsed into upstream, midstream, and downstream activities. Examples of each include, but are not limited to, the below.
 - a. *Upstream Meaningful Research Activities*: collection of primary data to address a fundamental question, synthesis of secondary data, construction/testing/refining of conceptual/empirical/analytical models, extension of extant theories in depth or breadth, obtaining grants to support one’s work, etc.
 - b. *Midstream Meaningful Research Activities*: drafting of working papers, submission of findings to top conferences, presentation of work at peer institutions, submitting work to top journals for peer review.
 - c. *Downstream Research Activities*: revision of papers for resubmission to top journals, collection of evidence to address reviewers’ concerns, resubmission of papers to top journals, the invitation to revise and resubmit a paper to a top journal, receiving a conditional acceptance, etc.
- 6. Faculty members who have been research disengaged and wish to jumpstart their research program via SSRL should speak to the Senior Associate Dean about whether SSRL may be an option for them. In very rare circumstances (e.g., when a faculty member’s research program has stalled due to significant and prolonged institutional

service or because the issues being studied are highly complex) the Dean may consider an application for SSRL for a faculty member that does not meet the criteria above.

SSRL Decision Process

7. The Dean's Office will generally decide on SSRLs within two weeks of the submission deadline. That said, some cases may take longer to decide, such as if there are concerns regarding the eligibility of the faculty member or if unforeseen events lead the Dean's Office to have concerns about the impact an SSRL might have on the quality of academic programs.
8. A faculty member who is identified as insufficiently research active may appeal to the Senior Associate Dean, Dean, and Provost, in that order.
9. The Office of the Dean may wish to discuss with the faculty member the timing of this leave, but will not, in the normal course of events, deny a faculty member his/her scheduled leave. Normally, the circumstances that might lead the Office of the Dean to wish to negotiate the pre-determined schedule will be based on financial exigency or staffing matters unforeseen at the time of development of the most recent area leave schedule. In either case, the Office of the Dean must demonstrate that the faculty member's scheduled leave will have a demonstrably negative impact on the quality of instruction in the unit. A faculty member whose regularly scheduled leave is deferred may appeal that decision to the Provost. Should the faculty member wish to defer the scheduled leave for good and sufficient reasons, he/she will negotiate that deferral with the Office of the Dean and, to the extent necessary, with other faculty whose scheduled leaves may be impacted. In the normal course of events, leaves will be scheduled within a three-year window of the normal time according to the pre-determined schedule and in any event will not alter the schedule of the faculty member's next SSRL.

Faculty Elections and Obligations

10. Faculty eligible for a SSRL may elect to receive a one-semester leave at full pay or a one-year leave at 80% pay. Faculty who choose the latter option should indicate this in their SSRL Proposal and provide justification for a full-year's SSRL.
11. Faculty who receive and accept an SSRL must, after the completion of the leave, submit a Leave Activity Report to the Senior Associate Dean, for submission to the Dean and the Provost, summarizing the results of the research conducted during the assignment. This report is due no later than three months after the beginning of the academic semester immediately following the faculty member's return from the SSRL, though the faculty member is strongly encouraged to update this report as publications and other scholarly products of the leave become available for citation. Failure to submit a Leave Activity Report will delay the start of consideration for any subsequent SSRL.

12. Faculty are expected to return for at least one year's full-time employment at the College following a SSRL. Exceptions will, under normal circumstances, have the approval of both the faculty member's Dean and the Provost in advance.

How to Apply for SSRL

13. Faculty applying for a SSRL must submit a proposal consisting of the following:
- Completed cover sheet (see below);
 - Documentation to support the faculty member's status as "research active," including a list of published papers from the last five years with a quality justification for each journal, and a list of evidence to support that the faculty member has been engaged in meaningful research activity in the last two years;
 - An updated vita; and
 - A concise statement of planned work (500-1000 words) that overviews the research projects the faculty member will advance during the leave. The proposed project(s) should have the potential of making meaningful contributions to the field.

MASON SCHOOL SSRL APPLICATION FOR AY21-22

Due: December 10, 2020

Complete this sheet and return it to the Office of the Associate Dean with supporting materials.

Today's Date:

Which leave are you applying for?

Your Name:

___ Semester Leave (full pay) ___ Year
Leave (80% pay)

For which semesters are requesting leave?

___ Fall 2021 ___ Spring 2022
___ Both

Project Title:

Project Title:

Project Title:

The following materials are required for SSRL application:

- List of papers and scholarly books you have published in the last five years. For each paper include: a complete citation, the journal's [most current SJR Rating](#), and a description of the journal's quality as you see it. For each book include: the publisher, the publisher's [letter grade on the Sense Ranking list](#), and a description of the book's quality as you see it.
- List the evidence supporting your meaningful research activity over the last two years.

3. Provide an up-to-date copy of your vita.
4. Provide a brief overview of the projects you will advance if granted a SSRL. This overview should be 500-1,000 words. In it, you should describe the nature and significance of your project(s). Supplementary materials (e.g., references, invitation letters, research designs) may be attached to the proposal, but this material must be limited to **3 pages**. Explain the topic(s) you intend to investigate, indicating the relationship between your proposed work and the advance it is likely to make. Explain the method of investigation you will employ in broad strokes. Discuss the current status of the project as well as your expected state of completion for the project at the conclusion of the SSRL, if the SSRL is granted. Also indicate where you plan to publish the work.

Appendix 5: Comparison of policies and procedures at each school

	A&S	VIMS	Law	SOE	SOB
SSRL program as defined in SSRL Policy	Yes	No	Yes	Yes	Yes (with a few minor differences)
Every seventh year	Yes	Every sixth year	Yes	Yes	Yes
Research active status required	Yes	Yes	Yes	Yes	Yes
Submit proposal to Chair, Director and Dean	Yes	Yes	Yes	Yes	To Senior Associate Dean and Dean
Submit post-leave report to Chair, Director, Dean and Provost	Yes	?	?	Yes	To Senior Associate Dean, Dean and Provost
Choice of one semester at 100% pay, or academic year at 80% pay	Yes	See comments	Yes	Yes	Yes
Teaching replaced by new hires who are compensated	Sometimes, with VAP or adjunct; sometimes curricular adjustment; sometimes taught by other faculty as an overload	No: curricular adjustment	No: taught by other faculty as an overload, or occasionally by adjunct lecturer	No: taught by other faculty as an overload or occasionally by adjunct lecturer	No: taught by other faculty as an overload or occasionally by adjunct lecturer
Comments	Additional option of two semesters over two years at 90% pay for each	Either six months at 100% general fund pay and benefits, or up to twelve months on six months' pay (50%)		Research active status determined using information submitted at annual merit review	

Appendix 6. Internal survey letter to the Deans.

Dear Deans and Department Chairs,

Provost Agouris has announced her intent to review the University's SSRL policy with a view toward adjusting the policy, if need be, to enhance the University's support for research and creative activity in a cost-effective manner.

The Faculty Assembly, which authored the current policy at the request of former Provost Feiss, has formed an Ad Hoc Committee to assist in this review. In particular, the Committee plans to gather and synthesize data regarding the operation of the current SSRL program within various units of the University. To this end, the Committee respectfully requests that you supply answers to the following questions regarding the operation of the SSRL program within your unit, i.e., your Department or School. [1]

Please send your response to me, Harmony Dalglish, hjdalglish@wm.edu, by Friday, October 30, 2020. Thank you in advance for supplying the requested information!

Kind Regards,
Harmony Dalglish
Associate Professor, Biology
Chair, Assembly Committee to Review the SSRL Program

Questions

1. Please attach a copy of your Department or School's policy governing the award of SSRL's, including, but not limited to, your Department or School's definition of "research active."
2. Briefly describe how your unit covers the courses not taught by a faculty member who has received an SSRL. For instance, does your unit appoint visitors as replacements? Adjuncts? No one?
3. How many tenured faculty hold primary appointments in your unit?
4. Between and including the academic years 2013/14 and 2020/21, how many individuals identified in your answer to the previous question have taken an SSRL?[2]
5. How many of the individuals identified in your response to the previous question exercised the option to take a two semester SSRL?

[1] *N.b.*, Department Chairs should only supply information about their own Departments. The Committee is seeking information about the operation of the program within the Schools directly from Deans.

[2] Please include in your response to this question individuals who plan to take such an SSRL in the spring semester of 2021.

Appendix 7. Raw Survey response data.

VIMS response

1. Please attach a copy of your Department or School's policy governing the award of SSRL's, including, but not limited to, your Department or School's definition of "research active."

Our current policy and procedures document for research leave is attached. VIMS has very light teaching loads, and a typical faculty profile is 70% research. Every faculty member at VIMS has external grant support and all faculty are de facto considered to be research active. That does not mean that proposals for leave are automatically approved. As specified in the policy, there are clear expectations and the criteria spelled out for the review process to evaluate the merit of the research.

2. Briefly describe how your unit covers the courses not taught by a faculty member who has received an SSRL. For instance, does your unit appoint visitors as replacements? Adjuncts? No one?

Because, as noted above, our teaching loads are so modest (typically one course per year, and in some cases only one co-taught course per year), we do not need to hire adjuncts. Teaching is handled by having other faculty fill in or by changing the timing of the course offering, provided this does not disadvantage students in any way and is agreed to by the Associate Dean of Academic Studies. In some cases the timeframe for the requested research leave is deferred because of teaching or other obligations. As you are probably aware, the VIMS budget is separate from W&M's and, even if our research leave program required us to hire adjuncts, it would have no impact on W&M's budget for the reason above.

3. How many tenured faculty hold primary appointments in your unit?

VIMS has 54 faculty positions with an additional hire on pause because of the pandemic. 35 are tenured, 7 are tenure eligible, and 12 are NTEs.

4. Between and including the academic years 2013/14 and 2020/21, how many individuals identified in your answer to the previous question have taken an SSRL?

A total of 14 have taken research leave. Because our NTEs are eligible to apply, one NTE, included in the 14, has also taken the leave.

5. How many of the individuals identified in your response to the previous question exercised the option to take a two semester SSRL?

Five of the 13 tenured faculty have taken research leave.

School of Education Response

1. Please attach a copy of your Department or School's policy governing the award of SSRL's, including, but not limited to, your Department or School's definition of "research active." The SOE follows the university policy on SSRL and does not have a separate policy at this time.

Current SOE determination of "research active" is based on the Scholarship section of the SOE Activity Report completed each year as part of the annual merit review:

1 Does Not Meet Expectations (Unsatisfactory)	2 Partially Meets Expectations	3 Meets Expectations (Satisfactory)	4 Meets High Expectations	5 Exceeds Expectations (Exemplary)
<ul style="list-style-type: none"> - No publications - No presentations 	<ul style="list-style-type: none"> - Publishes only non-refereed materials - Has work actively in progress but no publications - Presents at local, state conferences 	<ul style="list-style-type: none"> - Publishes 1-2 refereed articles/chapters - Presents at 1-2 national/international conferences - Has additional work in progress 	<ul style="list-style-type: none"> - Fulfills criteria for "Meets Expectations," plus, - Publishes additional refereed articles/chapters - Or revises a book - Or edits a journal - Or presents additional papers at major conferences - Or receives funding for a grant 	<ul style="list-style-type: none"> - Receives a major research award - Or publishes a new book - Or meets multiple criteria in #4

2. Briefly describe how your unit covers the courses not taught by a faculty member who has received an SSRL. For instance, does your unit appoint visitors as replacements? Adjuncts? No one?

Courses are primarily covered by other faculty or adjuncts, dependent on the course.

3. How many tenured faculty hold primary appointments in your unit?

32 tenured faculty; 9 tenure-eligible

41 total tenure/tenure-eligible

4. Between and including the academic years 2013/14 and 2020/21, how many individuals identified in your answer to the previous question have taken an SSRL?[2]

21 however, there are 20 faculty who have not yet been at W&M the required amount of time to take SSRL.

5. How many of the individuals identified in your response to the previous question exercised the option to take a two semester SSRL?

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Law School Response

MEMORANDUM

To: Harmony Dalgleish, Chair of the Faculty Assembly Committee to Review the SSRL Program

From: A. Benjamin Spencer, Dean of the Law School Date: October 26, 2020

Re: Response to survey about SSRL practices

Your October 8 email asked several questions about the operation of the SSRL program in the university's various schools and departments. This memo provides answers for the Law School.

Question 1: Please attach a copy of your Department or School's policy governing the award of SSRL's, including, but not limited to, your Department or School's definition of "research active."

See attached.

Question 2. Briefly describe how your unit covers the courses not taught by a faculty member who has received an SSRL. For instance, does your unit appoint visitors as replacements? Adjuncts? No one?

Typically we do not hire anyone to cover courses. Our required courses have multiple sections and instructors, and we usually have enough faculty that the courses can be covered even if we are without one person who usually teaches a particular required course. Many electives do not need to be offered every year, much less every semester. Consistent with our SSRL policy, we can and do sometimes require faculty to restructure or delay their SSRLs in light of curricular needs, for example by scheduling a calendar-year leave rather than an academic-year leave or not permitting two people in the same sub-field to take an SSRL at the same time.

On rare occasions we hire an adjunct, such as when we feel an elective needs to be offered but no other full-time faculty member has the expertise. Next year, we plan to hire an adjunct (for \$3000, i.e. our usual rate of \$1000 per credit) to teach Patent Law.

For at least the last six years, we have not hired any visitors to cover needs that arose from SSRLs.

Question 3. How many tenured faculty hold primary appointments in your unit?

We currently have 29 tenured faculty (including me), plus 3 tenure-eligible faculty who have not yet advanced to their tenure review.

Question 4. Between and including the academic years 2013/14 and 2020/21, how many individuals identified in your answer to the previous question have taken an SSRL?

20

Question 5. How many of the individuals identified in your response to the previous question exercised the option to take a two semester SSRL?

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Attachment text -

Development no later than October 1st. Failure to complete a funded project or a substantially equivalent alternative project will disqualify the faculty member from receiving the remaining grant funds awarded, and any additional summer grants until the project is completed.

A full summer grant proposal from a faculty member who has not completed a previously funded project may be conditionally approved on the condition that the previously funded project is completed by June 1. If the previously funded project is completed between June 1 and July 15, the faculty member may receive only a half summer grant. If the previously funded project is not completed by July 15, the faculty member must reapply in the next summer grant cycle.

6. The Dean, Vice Dean, and Associate Dean for Research and Faculty Development will periodically review these guidelines to determine whether they should be continued, modified, or abandoned.

H. Scheduled Semester Research Leaves

1. Nature of Research Leave

Tenured, full-time faculty members who are research active are eligible for a Scheduled Semester Research Leave (SSRL) every seventh year of continuous employment. Faculty members who receive such leave may take either one semester's leave at 100 percent pay or one year's leave at 80 percent pay.

Faculty members who begin with tenure-track appointments at the rank of assistant professor and later become tenured will normally be scheduled to take their first SSRL in their seventh year of continuous employment with the Law School. Faculty members hired with tenure, with an accelerated tenure decision date, or with time already spent in a tenure-track appointment at another law school will typically have the timing of their first SSRL opportunity specified in their first employment contract. Tenured faculty who did not have the timing of their first research leave specified at hiring are eligible to apply for an SSRL as if they had been employed at the Law School for their entire career. All other eligibility requirements and procedures apply to leaves by newly tenured faculty members or faculty members hired with tenure.

The Dean's Office will maintain a schedule indicating when tenured, full-time faculty members are eligible for their next SSRL, provided all requirements are satisfied and a satisfactory proposal is received. This schedule is a planning document only and does not guarantee that a particular faculty member will be deemed eligible to take a leave in the scheduled year or that the leave will be approved for the scheduled time period.

2. Eligibility for Research Leave

Only tenured, full-time faculty members who are research active are eligible to receive an SSRL. At the Law School, "research active" means that a faculty member has a record of past published research and evidence of current research activity. In deciding whether a faculty member is research active, the Dean and Associate Dean will look at the publications and scholarly activities of the faculty member, particularly since the last research leave, and will presume that a faculty member is research active, and therefore qualifies for an SSRL, if the faculty member has produced five full-length articles or article equivalents during the preceding seven years.

This approach recognizes that the nature of the scholarly enterprise varies from project to project and over time as a faculty member takes on different types of research activities. While some research activities may produce lengthy publications that take a year or more to complete, others may result in shorter publications completed in less time.

Some indicators of research activity include regularly publishing in law reviews or peer-reviewed journals, publishing a scholarly book, and regularly receiving summer grants from the Law School. Faculty governance and leadership responsibilities will be taken into account in determining whether a faculty member is research active. Faculty members should not be deterred from accepting significant leadership or governance responsibilities, upon consultation with the Dean and Associate Dean, because of the SSRL policy.

3. Procedures for Requesting Research Leave

1. A faculty member who is due for and interested in taking an SSRL must request a determination of research-active status from the Associate Dean by September 15 of the academic year preceding the year when he or she wishes to take the SSRL. Such a request must include an explanation of why the faculty member believes he or she meets the research-active standard set forth above. The Associate Dean will, in consultation with the Dean, evaluate the request under the research-active standard and notify the faculty member in writing of the results by October 1st.
2. A faculty member who has requested and received a favorable research-active determination must submit an SSRL request to the

Dean and Associate Dean by October 15 of the academic year preceding the planned leave period. The SSRL request must include:

1. (1) A completed SSRL application (see Appendix).
2. (2) A proposal explaining the research project or projects that the faculty member plans to pursue while on leave, the duration of the requested leave, and the probable publications, creative activities, or other products of the research to be conducted while on leave.

c. The Dean and Associate Dean typically approve SSRL requests for each eligible faculty member submitting an acceptable SSRL application and proposal. Approval of a request, however, does not necessarily mean that the faculty member can take the leave during the particular semester or semesters requested. If more SSRLs are approved than, in the judgment of the Dean and Associate Dean, the instructional and financial realities of the Law School can sustain, some of the approved SSRLs will be deferred.

When more SSRLs are approved than the instructional and financial needs of the Law School can handle without adverse impact, the Dean and Associate Dean will prioritize the approved SSRLs according to the following factors:

1. (1) The length of time since the faculty member's last approved application for research leave, or, if the faculty member has never had a research leave, the length of the faculty member's employment at the Law School and/or in academia.
2. (2) Contribution to the Law School's instructional needs, including meaningful and significant student contact hours and willingness to cover courses to accommodate other faculty members' leaves.
3. (3) Strength of the applicant's scholarly record and the scholarly promise of the applicant's SSRL proposal.
4. (4) Willingness of the applicant to take a semester leave as opposed to a year-long leave.

A leave that is deferred will not alter the timing of that faculty member's next SSRL, assuming the faculty member demonstrates eligibility at the later time. According to William & Mary policy, faculty are expected to return for at least one year's full-time employment at William & Mary following an SSRL.

School of Business Response

Dear Harmony,

I'm writing to provide response to your inquiry related to operation of the SSRL program. Sorry to be a bit late; I hope you can still use our data. Below are answers to your questions, along with some additional context and comments.

Questions

1. Please attach a copy of your Department or School's policy governing the award of SSRL's, including, but not limited to, your Department or School's definition of "research active." – **attached**
2. Briefly describe how your unit covers the courses not taught by a faculty member who has received an SSRL. For instance, does your unit appoint visitors as replacements? Adjuncts? No one? – **We have done all of the above. On average, we have five faculty members on SSRL in any given year, about half who take one semester and about half who take a year. That translates to approximately 45 credits of teaching that must be covered. We have only occasionally hired a visitor. In most cases, the credits are covered by an existing full-time faculty member (overload) or by hiring an adjunct to teach the course in the instructor's absence.**
3. How many tenured faculty hold primary appointments in your unit? – **Currently, we have 42 TTE faculty members (34 tenured, and 8 tenure-eligible)**
4. Between and including the academic years 2013/14 and 2020/21, how many individuals identified in your answer to the previous question have taken an SSRL?[2] - **28**
5. How many of the individuals identified in your response to the previous question exercised the option to take a two semester SSRL? - **15**

Context and Comments

The Mason School research-active faculty are asked to participate in 40% teaching, 40% research and 20% service during the normal academic year. While it is expected that research programs make continual progress, faculty also need the ability to plan for research leaves to free them of their teaching and service obligations and allow them to pursue their scholarly projects full-time to maintain their research expertise and bring that knowledge back to the classroom. In addition to the benefits to faculty member research, providing a strong SSRL program for research-active faculty is an important part of our ability to maintain accreditation. AACSB standards call on schools to provide “faculty resources to develop and manage curricula and teach students, as well as produce intellectual contributions that advance the knowledge, practice and teaching of business and management.

We understand that concerns have been raised about maintaining the full-year SSRL at 80%. This option is very important to recruiting and retention at Mason.

- Teaching Loads: The teaching load policies of many aspirant schools are less than the 12 credits that Mason faculty teach. These schools also allow for compression of teaching schedules to one semester, which allows for blocks of time to do research. One way Mason faculty can continue research without adjustments to their teaching load, or their schedules is to permit a full year SSRL option that is feasible for most faculty members.
- Many of our peer/aspirational schools have PhD level TAs to help alleviate teaching responsibilities (grading, covering classes, fielding student questions, etc.). This means that Mason faculty spend more time during our non-sabbatical years on our teaching responsibilities, putting us at a research disadvantage.
- Our salaries are already at the lower end of the salary range, when compared to our peer/aspirational schools. Michael Luchs sent out a report to faculty last year that outlined that outlined this fact. Find the 2019 AACSB report [here](#) (pp. 12 - 18). Receiving 80% pay (vs, say, 50%) during sabbatical doesn't come close to narrowing this gap but it helps.
- Our summer support is nowhere near two-ninths of our salaries, which is what our peer/aspirational schools offer. Again, receiving 80% pay (vs, say, 50%) during sabbatical doesn't come close to narrowing this gap but it helps.

It is particularly important to note that, at least for us at the Mason School of Business, the full-year option (at 80%) can be **less** costly than the two semester option. Let me provide an example. Consider a faculty member whose annual salary is \$200k and who teaches four 3-credit courses.

- If this faculty member takes a **semester** leave, W&M pays the faculty member the full \$200k and then pays for two courses at adjunct rates (say \$10k). **Total cost: \$220k.**
- If this faculty member takes a **full-year** leave, W&M pays the faculty member \$200k * 80% = \$160k and retains the remaining \$40k to offset paying for four courses at adjuncts rates (say \$10k). **Total cost: \$200k.**
- Of course, if a full-time visitor is hired to teach the uncovered courses, the full-year option becomes more expensive.
- Also, it is true that if the full-year option is changed to be paid at 50%, the university stands to make money on SSRLs. However, we are hoping that the SSRL program is not re-defined to be a revenue-generating program.

Please let us know if there is anything else we can do to support your SSRL project.

Best,
Kim

Kimberly J. Smith, PhD

Chancellor Professor of Business

Senior Associate Dean for Faculty and Academic Affairs

Raymond A. Mason School of Business

William & Mary

101 Ukrop Way | Alan B. Miller Hall, 3067-D | Williamsburg | VA | 23185

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Web: <http://mason.wm.edu>

Arts & Science Response

Harmony and David,

I attach a spreadsheet that describes SSRLs in A&S. We did the 2014-21 time period because it would eliminate duplications of the same individual (except History). I have removed identifying information about individuals. Thanks to Kathy Morgan for assembling the information.

My colleague, Heather Power, is cc'd here. She can give you access to a Box folder with each Department/Program's definition of research active.

As for replacement teaching, each case has been treated differently. We have about 100 NTE and dozens of adjuncts as well as plenty of overload teaching.

Thanks, Maria

--

Maria J. Donoghue Velleca, Ph.D.
Dean, Faculty of Arts & Sciences
Professor, Biology
William & Mary
Ewell Hall
221 Jamestown Rd.
Williamsburg, VA 23187
she/her/hers

Appendix 8. Peer comparison compiled data.

School	Frequency of Leave	Semester salary benefit (1 = 100%)	Year salary benefit (0.5 = 50%)	Research active requirement	Notes and links
Boston University	after at least 12 semesters of FT service	1	0.5	none spec; faculty must propose plan for activity in application	https://www.bu.edu/handbook/leaves-absences/sabbaticals-and-leaves-of-absence/
Brandeis	after 12 semesters of FT service	1	0.5	none spec; faculty must submit plans	https://www.brandeis.edu/provost/faculty-info/pdfs/faculty-handbook.pdf
Brown University	after 12 semesters	1	0.75	faculty must submit a 1-page description of the academic purpose of the leave	https://www.brown.edu/about/administration/dean-of-faculty/sabbaticals-and-leaves/guidelines-leave-eligibility
Clemson University	after 6 years of FT service	1	0.5	"goals of the sabbatical" are among the factors considering when granting	https://www.clemson.edu/faculty-staff/faculty-senate/documents/manual-archive/clemson-university-faculty-manual-2020.pdf
Dartmouth College	1 term after 9 terms, 2 terms after 18 terms, 3 terms after 27	1	1?	none spec; there is an application	https://faculty.dartmouth.edu/dean/research-teaching-support/internal-awards-and-fellowships/tenured-and-tenure-track-faculty-funding-0#:~:text=Each%20tenure%2Dtrack%20faculty%20member,oF%20full%2Dtime%20academic%20assignment.
Emory University	after 6 years	1	0.5	faculty must apply for at least 15% of their reg salary in external funding	http://college.emory.edu/faculty/faculty/leave-policies.html

Georgetown University	after 12 semesters (up to 24 semesters can be banked)	1	0.5	faculty submit work plan and last sabbatical's report (if applicable)	https://provost.georgetown.edu/faculty/sabbatical-leave/sabbatical/
Marquette University	six years	1	0.5	none specified	plan must be approved by a 8 member, university-wide faculty committee
Rutgers University-New Brunswick/Piscataway	3 years for 1 semester at 0.8 pay/ 6 years for 1 or 2 semesters	0.8/1	0.8	none specified	proposal required; only 10% of a unit may be on leave at one time; assistant professors only can apply for 1 semester leave at full pay after 3 years service.
SUNY at Binghamton	6 years	1	0.5	none specified	From their handbook: "sabbatical leaves shall be granted for planned travel, study, formal education, research, writing or other experience of professional value."
Syracuse University		1	0.5	none specified	
Tufts University	6 years	1	0.5	none specified	from their provost: "A sabbatical is granted to members of a faculty as a recognition of notable service through teaching and scholarly contributions and as an aid and inspiration to further achievements. Sabbaticals are intended to provide teachers with opportunities for scholarly development and contacts which will contribute to their professional effectiveness and to the value of their later service to Tufts University. A sabbatical may not be used for the purpose of recreation."

University of California-Irvine	Flexible - based upon accrual of credits.	0.5-1	0.75-1	none specified	faculty accrue up to 3 credits per year as one sabbatical credit for each quarter of full time work; Sabbatical leave in residence (teaching a single, 3 hour per week course) requires fewer credits. Full salary is an option for full year sabbatical every 9 years; 78% salary for a full year is an option every 7; shorter full or partial salary leaves (1 or 2 quarters) is an option in as few as 2 years.
University of California-Santa Barbara	Flexible - based upon accrual of credits.	0.5-1	0.75-1	none specified	faculty accrue up to 3 credits per year as one sabbatical credit for each quarter of full time work; Sabbatical leave in residence (teaching a single, 3 hour per week course) requires fewer credits. Full salary is an option for full year sabbatical every 9 years; 78% salary for a full year is an option every 7; shorter full or partial salary leaves (1 or 2 quarters) is an option in as few as 2 years.
University of Connecticut	six years -- offered to asst and above	1	0.5	none specified	Sabbatical leave is a privilege that is offered to full-time faculty at the rank of assistant professor or above who have continuous full-time service for at least six years. The leave may be granted for the purpose of advancing knowledge or personal improvement that will be mutually beneficial to the University and the individual. The sabbatical leave may or may not be granted based on the educational, research or clinical needs of the institution. Following sabbatical leave, individuals are obligated to return to full-

					time employment for a minimum of one year. All sabbatical leaves require approval of the department chair, the dean, the provost, and the Board of Directors.
University of Delaware	six years	1	0.75	none specified	<u>those with named professorships can take a full year at full pay.:</u> https://facultyhandbook.udel.edu/handbook/41147-sabbatical-leaves;
University of Georgia					
University of New Hampshire-Main Campus	Six years	1	0.5	Unclear	<u>sabbatical not discoverable.</u> <u>Section on paid and unpaid leaves in the fac handbook.</u> https://provost.uga.edu/policies/academic-affairs-policy-manual/1-12-leaves/ https://www.unh.edu/sites/www.unh.edu/files/departments/office_of_the_provost/sabbatical_leaves.pdf

University of North Carolina at Chapel Hill	Yes but these are named leaves				https://academicpersonnel.unc.edu/policies-and-procedures/faculty-leaves/research-and-study-leaves/
University of Notre Dame	after 10 semesters	1	0.5	none specified	
Vanderbilt University	Four years minimum/"eight semesters" in A&S/not an entitlement.	1	0.5	Yes. An Explicit Factor under Arts & Science Policy	https://www.vanderbilt.edu/faculty-manual/part-vi-faculty-benefits/ch4-leaves-of-absence/
Wake Forest University	"Every Five Years" (Competitive)	1	0.67	Not clear, but perhaps implicit in the fact that the system is competitive and the committee considers past productivity.	
Washington University in St Louis	6 years	1	0.5	none specified	https://college.wfu.edu/research-scholarship-creativity/research-leaves/
Yeshiva University	6 years	1	0.5	none specified	