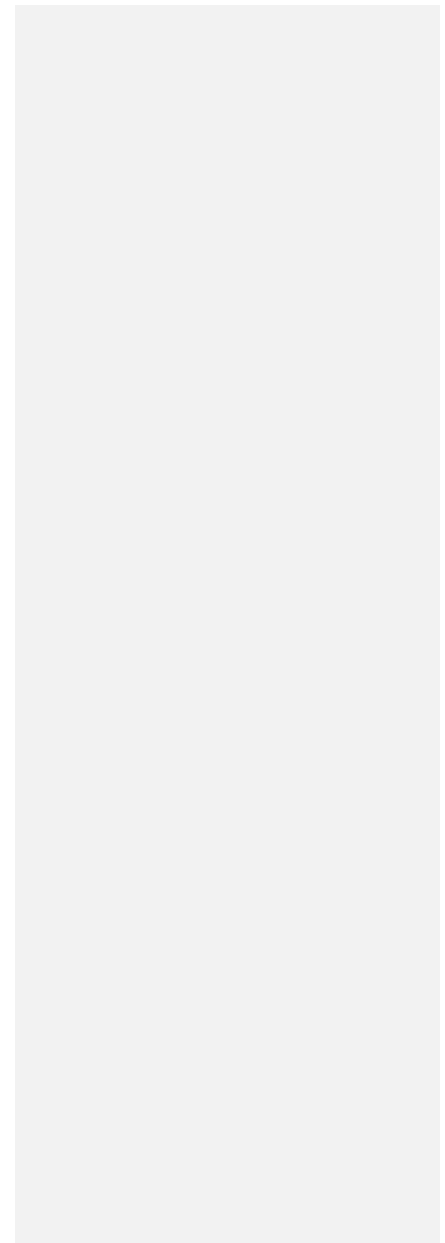


<p><b>UNIVERSITY</b>  <b>Faculty Promotion and Tenure Policies and Procedures</b>  <b>Revised Version Approved: 05/10/2013</b>  <a href="http://www.policy.vcu.edu/sites/default/files/Faculty%20Promotion%20and%20Tenure%20Policies%20and%20Procedures_0.pdf">http://www.policy.vcu.edu/sites/default/files/Faculty%20Promotion%20and%20Tenure%20Policies%20and%20Procedures_0.pdf</a></p>	<p><b>SCHOOL OF THE ARTS</b>  <b>Faculty Promotion and Tenure Policies and Procedures</b>  <b>Revised Version Approved: 10/19/2015</b>  <a href="http://arts.vcu.edu/faculty/promotion-tenure-guidelines/">http://arts.vcu.edu/faculty/promotion-tenure-guidelines/</a></p>	<p><b>DEPARTMENT OF CRAFT/MATERIAL STUDIES</b>  <b>FACULTY PROMOTION AND TENURE POLICIES AND PROCEDURES</b>  <b>Approved by the School of the Arts Promotion and Tenure Committee</b></p>
<p><b>Policy Statement and Purpose</b></p> <p>Virginia Commonwealth University herewith establishes its policies and procedures for faculty promotion and tenure. This document institutes a unified promotion and tenure system throughout the University, while allowing variations in the academic units to accommodate their specific needs.</p> <p>Noncompliance with this policy may result in disciplinary action, up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.</p>	<p><b>Policy Statement and Purpose</b></p> <p>Virginia Commonwealth University has established its policies and procedures for faculty promotion and tenure. The University Faculty Promotion and Tenure Policies and Procedures and the School of the Arts Faculty Promotion and Tenure Policies and Procedures documents institute a unified promotion and tenure system throughout the university, while allowing variations in the academic units to accommodate their specific needs.</p> <p>Noncompliance with this policy may result in disciplinary action, up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth in good faith concern, asks a clarifying question, or participates in an investigation is prohibited.</p>	<p><b>Policy Statement and Purpose; current University and School policies, except as supplemented below</b></p> <p>This document sets forth departmental policy and procedures for promotion and tenure consistent with those established by Virginia Commonwealth University and the School of the Arts. These guidelines elaborate on the university and school criteria where it is appropriate to identify the departmental role as described in its mission statement.</p> <p>Mission Statement: We are a community of makers/artists who advance the conceptual, historical, technical and haptic aspects of clay, fiber, glass, metal and wood. We promote an artistic practice rooted in the values of craft. We investigate craft's inherent relationship to the world with fearless innovation</p>

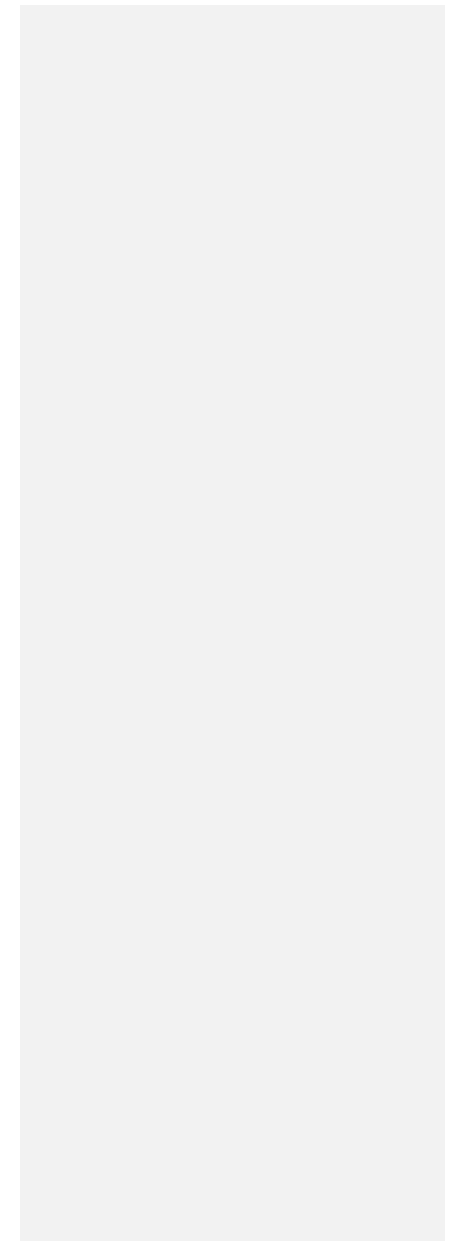
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<b>Who Should Know This Policy</b> All faculty eligible for tenure and promotion are responsible for knowing this policy and familiarizing themselves with its contents and provisions.	<b>Who Should Know This Policy</b> All faculty eligible for tenure and/or promotion are responsible for knowing this policy and familiarizing themselves with its contents and provisions. Eligible faculty are also responsible for knowing university and departmental Promotion and Tenure Policies and Procedures.  The School of the Arts: Arts Faculty Promotion and Tenure Policies and Procedures and the School of the Arts Faculty Promotion and Tenure Policies and Procedures for VCUarts-Qatar exist as separate documents.	<b>Who Should Know This Policy; current University and School policies</b>
<b>Contacts</b> The Office of Academic and Faculty Affairs officially interprets this policy. The Office of Academic and Faculty Affairs is responsible for obtaining approval for any revisions as		

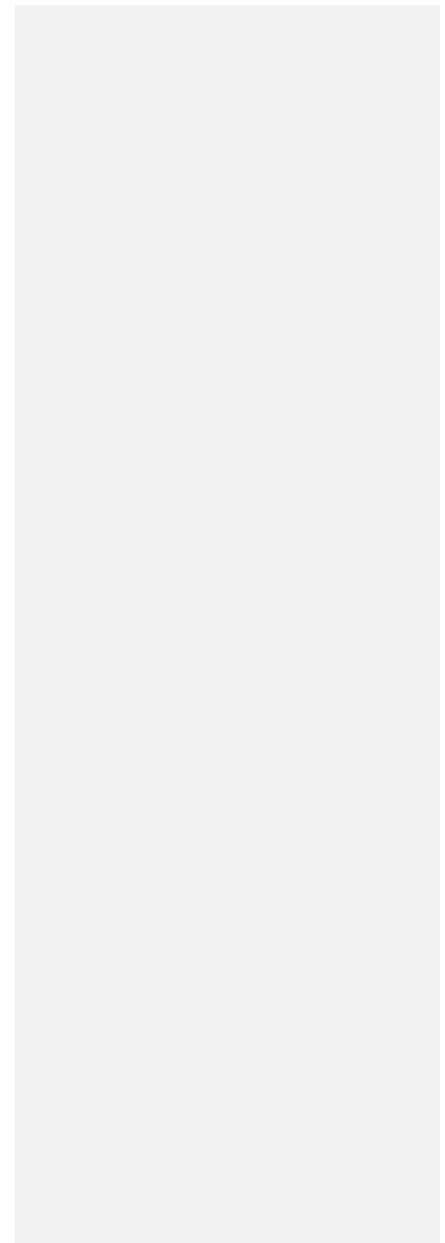


<p>required by the policy Creating and Maintaining Policies and Procedures through the appropriate governance structures. Please direct policy questions to the office of Academic and Faculty Affairs.</p>		
	<p><b>FORMAT for the CURRICULUM VITAE</b></p> <p>ALL CURRICULUM VITAE SUBMITTED FOR REVIEW WILL USE THE FOLLOWING FORMAT. Candidates may add and/or reorganize sub-categories to best showcase achievements and delete sub-categories for which there are no entries. Consult departmental guidelines for augmentation and clarification.</p> <p>Information must be listed (as appropriate) in the following sequence and identified as international, national, regional, state, community, university, School of the Arts, and department. The identification may be included at the end of an individual listing.</p> <p><b>A. GENERAL INFORMATION</b></p> <p><b>1. Personal Information</b>  Name in full.  Citizenship.  Office Address, telephone number, facsimile number, and e-mail address.</p> <p><b>2. Licensure, Certification, Registration</b>  Granting organization and location.  Document number. Date of issuance and expiration date.</p> <p><b>3. Military Service Record</b></p>	<p><b>FORMAT for the CURRICULUM VITAE; current School policy</b></p>

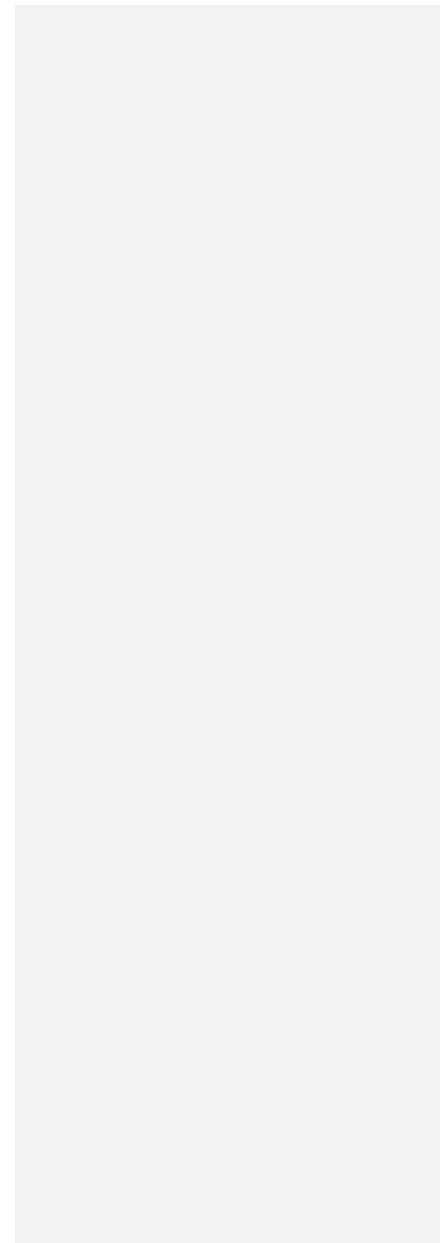
	<p>(optional).</p> <p><b>4. Education</b>  College and/or university, major, area of concentration, degree, date of degree.  Thesis and/or dissertation titles.  Educational Honors.</p> <p><b>5. Postdoctoral Training or Special Experience, and Honors Received</b>  (Such as appointments for internships, residencies, fellowships, and specialized study.)</p> <p>Honors Received. (Explain the significance of all honors.)</p> <p><b>6. Professional Practice/Work Experience</b>  (Prior to VCU appointment)</p> <p><b>7. Academic Appointments</b></p> <p><b>B. CONTINUING SCHOLARSHIP AND PROFESSIONAL GROWTH</b></p> <p><b>8. Special Awards, Fellowships, Grants, And Other Honors</b>  (Explain the significance of all honors.)</p> <p><b>9. Significant Creative or Scholarly Achievements</b> (Work created by the candidate).  Including but not limited to:</p> <ul style="list-style-type: none"> <li>• Abstracts and Papers Presented.</li> <li>• Articles.</li> <li>• Published Books, Monographs and/or</li> <li>• Chapters**</li> </ul>	
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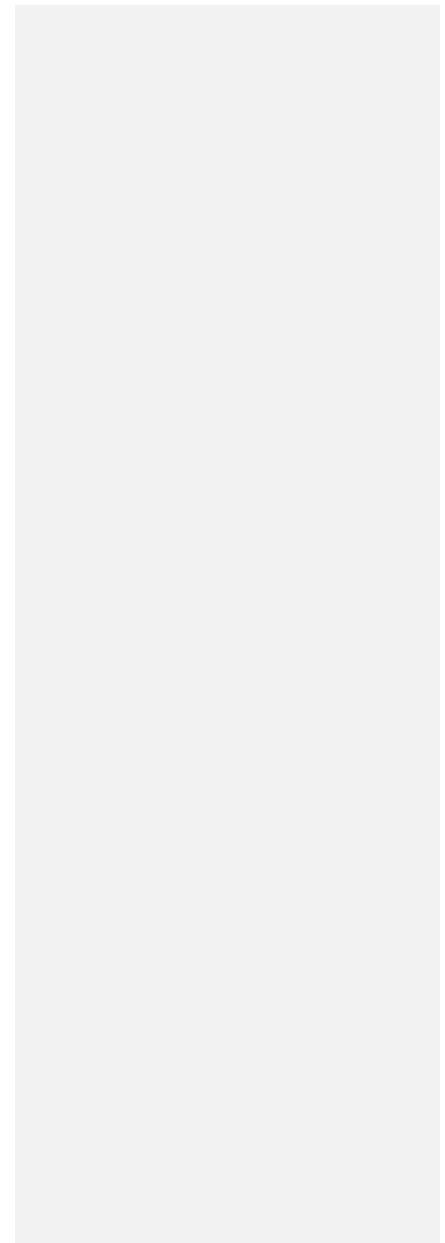
	<ul style="list-style-type: none"> <li>• Collections (Identify type such as museum,</li> <li>• Private, corporate, etc.)</li> <li>• Commissions/Professional</li> <li>• Practice/Consultantships.</li> <li>• Curator.</li> <li>• Director/Investigator.</li> <li>• Exhibitions.</li> <li>• Exhibition Catalogues.</li> <li>• Gallery Affiliation/Representation.</li> <li>• Performances.</li> <li>• Public Screenings and Broadcasts.</li> <li>• Recordings, Films, and Videotapes.</li> <li>• Reviews.</li> </ul> <p>**See departmental promotion and tenure document for additional information  (Provide a complete list and documentation of work, photographs of work, documentation of shows, copies of reviews or other printed matter, interviews, and letters verifying activities and involvement. Identify juried, invitational, solo, or group experiences. Solo is primarily used to indicate exhibitions, performances, and other activities created entirely by the candidate.)</p> <p><b>10. Bibliography</b> (Writing about the candidate, not authored by the candidate.)</p> <ul style="list-style-type: none"> <li>• Books, Monographs, and/or Chapters.</li> <li>• Articles.</li> <li>• Exhibition Catalogues.</li> <li>• Reviews (of the candidate's work).</li> <li>• Video Documentations.</li> <li>• Citations.</li> </ul>	
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	<p>(Provide a complete list and documentation of work and letters verifying activities and involvement. Identify juried, invitational, solo, or group experiences. Solo is primarily used to indicate exhibitions, performances, and other activities completed entirely by the candidate.)</p> <p><b>11. Education Towards Professional Growth</b>  (Include relevant advanced academic study beyond department requirements such as continuing education for the enhancement of knowledge. Entries in this category may be listed under section A-4 if the candidate prefers.)</p> <p>Honors Received.</p> <p><b>C. TEACHING</b></p> <p><b>12. Teaching Responsibilities</b></p> <ul style="list-style-type: none"> <li>• VCU Courses and Responsibilities</li> <li>• Thesis Committee Membership</li> <li>• Dissertation Committee Membership</li> <li>• New Courses Developed and Taught</li> <li>• Teaching Outside VCU Curricula  (Visiting educator/artist/professor, choreographer, etc. This may be located alternatively under Continuing Scholarship and Professional Growth).</li> <li>• Teaching Prior to VCU</li> </ul> <p>(Course Documentation in Appendix --  Material may include syllabus, slides, tests,</p>	
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	<p>etc.; course preparation materials may be included as a part of the portfolio submitted with the vitae. Information may be grouped under a) Ongoing Course Development; b) Course Enhancements (such as class field trips, guest lecturers, etc.); and c) other topics to clarify content.</p> <p><b>D. SERVICE</b></p> <p><b>13. Special Awards And Other Honors</b> (Explain significance.)</p> <p><b>14. Membership In Scientific, Honorary, Organizations And Professional Societies</b></p> <ul style="list-style-type: none"> <li>• Offices Held. (include responsibilities)</li> <li>• Special Projects.</li> </ul> <p><b>15. Committees</b> (VCU or similar professional institution or organization.)</p> <ul style="list-style-type: none"> <li>• Offices Held.</li> <li>• Special Projects.</li> </ul> <p><b>16. Administrative Appointments / Experience</b></p> <p><b>17. Other Relevant Service</b> (Such as service to the community.)</p> <ul style="list-style-type: none"> <li>• Memberships.</li> <li>• Offices Held.</li> <li>• Special Projects.</li> </ul> <p>(Include experiences such as activities as a panelist, lecturer, presenter, adjudicator,</p>	
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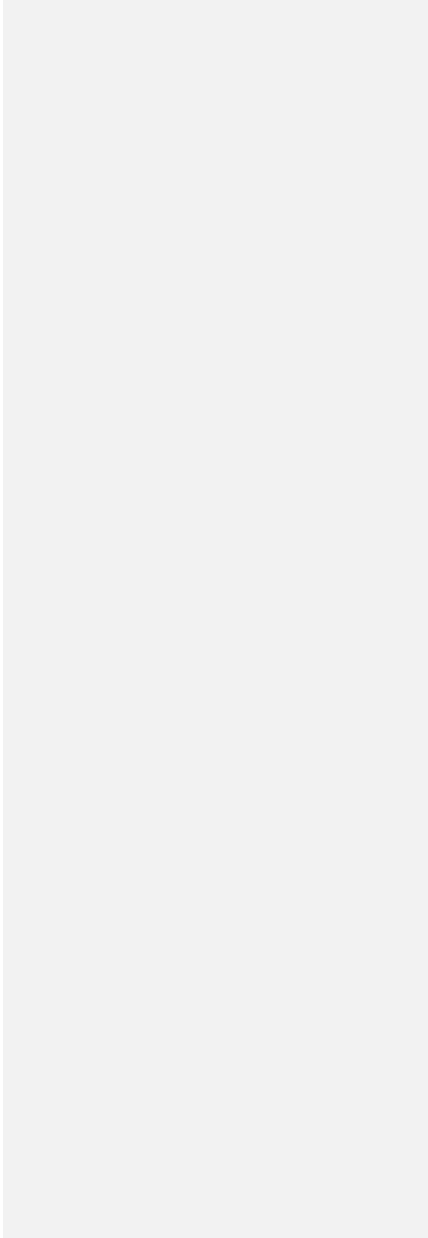


	<p>director [of concert productions, art exhibits], coordinator of professional events etc., as applicable. Identify juried, invitational, solo, or group experiences. List articles, papers, and documents.)</p> <p>Alternatively, this section could be organized as:</p> <ul style="list-style-type: none"> <li>Service to the Profession</li> <li>Service to the Community</li> <li>Service to the University</li> <li>Service to the School</li> <li>Service to the Department</li> </ul> <p>Verifiable documentation is the core of the curriculum vitae and is essential in order for the review committees to conduct thorough examinations and assessments of the candidate's achievements.</p> <p><b>Numeration</b> The numeration in this document corresponds with items found in the VCU Faculty Promotion &amp; Tenure Policy and Procedures document. Since it is not necessary to repeat all of the items from the university document, there are breaks in the numbering sequence of the school document.</p>	
<b>Procedures</b>	<b>Procedures</b>	<b>Procedures</b>
<p><b>1.0 Goal, Objectives and Authority</b></p> <p><b>1.1 Goal</b> Excellence is the original and continuing goal of Virginia Commonwealth University (VCU). A prerequisite of this goal is the recruitment</p>	<p><b>1.0 Goal, Objectives and Authority</b></p> <p><b>1.1 Goal</b> Excellence is the original and continuing goal of Virginia Commonwealth University (VCU). A prerequisite of this goal is the</p>	<p><b>1.0 Goal, Objectives and Authority</b></p> <p><b>1.1 Goal; current University and School policies</b> Departmental Goals:</p> <ul style="list-style-type: none"> <li>• To offer an excellent, effective</li> </ul>

<p>and retention of a distinguished faculty. This requires the appointment, promotion and tenure of a faculty in a way that encourages excellence in the creation, dissemination and application of new knowledge and artistic expression and fosters an atmosphere of free inquiry and innovation in a global setting.</p> <p>Appointment, promotion and tenure are based on the merit of the individual, consideration of comparable achievement in the faculty member's particular field, and the faculty member's value to the mission, needs and resources of the university. Central to the appointment, promotion and tenure process is VCU's commitment to recognize and reward faculty members who help fulfill the mission and vision of the university.</p> <p>Recognized and rewarded contributions include those made to the intellectual and academic success of a diverse student body through teaching; to research and discovery that advances knowledge, inspires creativity and improves human health through scholarship; and to the global engagement of students, faculty, and staff that transforms lives and communities through service in support of the university's mission. Faculty members may be recognized and rewarded for academic work conducted in an integrated way by using their research to inform their teaching; using their service and teaching as sources of ideas for their research; and using their teaching as opportunities to</p>	<p>recruitment and retention of a distinguished faculty. This requires the appointment, promotion and tenure of a faculty in a way that encourages excellence in the creation, dissemination and application of new knowledge and artistic expression and fosters an atmosphere of free inquiry and innovation in a global setting.</p> <p>Appointment, promotion and tenure are based on the merit of the individual, consideration of comparable achievement in the faculty member's particular field, and the faculty member's value to the mission, needs and resources of the university. Central to the appointment, promotion and tenure process is VCU's commitment to recognize and reward faculty members who help fulfill the mission and vision of the university and the School of the Arts.</p> <p>Conforming to the Virginia Commonwealth University Faculty and Tenure Policy Procedures as approved by the Board of Visitors on May 10, 2013 this document contains the policies and procedures for the School of the Arts. If the school document does not outline the policies and procedures for a specific issue, the University Promotion and Tenure document will apply. Each department within the school shall establish written guidelines for promotion and tenure. All departmental and program guidelines must be approved by the School of the Arts Promotion and Tenure Committee.</p>	<p>program of study</p> <ul style="list-style-type: none"> <li>• To provide appropriate opportunities for educational enrichment</li> <li>• To develop the professional skills, cultural foundation, and academic proficiencies within the major</li> <li>• To promote attitudes of professional excellence</li> <li>• To promote intellectual inquiry and to encourage the individual to meet philosophical and aesthetic challenges through his/her work</li> <li>• To prepare the student for the practical aspects of sustaining oneself in the craft discipline of his/her choice</li> <li>• To provide instruction and service to other departments within the school and to other schools, programs within the university</li> <li>• To provide expertise as a cultural resource to city, state, and the region through exhibitions, lectures, symposia, adjudication work, workshops, other artistic and/or scholarly contributions</li> <li>• To encourage and support excellence in teaching, continuing scholarship and professional growth, and service</li> </ul> <p>Within the context provided by the mission, goals, objectives, and priorities of the department, school, and university, the faculty undertake and engage in specific responsibilities. These responsibilities have particular focuses and involve</p>
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<p>provide service to the community, as well as to foster student learning.</p> <p>Promotion in rank reflects quality of performance in appropriate teaching, scholarship and service as noted above. Tenure shows the university's continuing commitment to the faculty member, whose position shall not be terminated without adequate reason. The promotion and tenure system at VCU is designed to foster:</p> <ul style="list-style-type: none"> <li>• Academic freedom of thought, teaching, learning, inquiry and expression</li> <li>• Fair and equitable treatment for all individuals</li> <li>• Appropriate participation by the faculty, the student body, the administration, and the Board of Visitors</li> <li>• A normal succession and infusion of new faculty members.</li> </ul> <p><b>1.2 Objectives</b> The objectives of the system described in this document are:</p> <ul style="list-style-type: none"> <li>• Promotion of an engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting</li> <li>• Faculty achievement to the highest attainable degree within the context and resources of the university</li> <li>• Support of university goals and support of the diverse missions and</li> </ul>	<p>Departmental guidelines shall be consistent with the approved university policies and the policies and procedures described in the university and School of the Arts documents. The departmental guidelines shall amplify the general university and school criteria, and specify the details and uniqueness involved in meeting the particular goals and objectives of individual departments as related to the school and university.</p> <p><b>1.2 Objectives; current University policy</b></p>	<p>interrelationships in creative activity/research, teaching, and service. It is important to state that creative activity/research and teaching complement and reinforce each other.</p> <p><b>1.2 Objectives; current University and School policies</b></p>
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<p>characteristics of its individual academic units</p> <ul style="list-style-type: none"> <li>• Commitment to administrative management which provides for fair and reasonable allocation of time and resources</li> <li>• Assurance of the financial integrity of the institution</li> <li>• Sufficient flexibility to permit modifications of programs, curricula and academic organizational units to meet changing academic, institutional and societal needs.</li> </ul> <p><b>1.3 Relationship of Schools and Departments to University Promotion and Tenure Policy</b></p> <p>Each school and each department of a school where recommendations for academic appointments are initiated shall establish written guidelines for promotion and tenure.</p> <p>The policies and procedures for granting expedited promotion and tenure shall also be established at the unit level. Unit guidelines shall be consistent with the university-wide policies in this document, but shall also specify the details involved in meeting the particular goals and objectives of those units. Promotion in rank and tenure are considered initiated wherever the budgetary and signature authority for Personnel Actions Forms resides. If promotion and tenure are initiated only at the school level, guidelines shall be written only for the school. If promotion and tenure</p>	<p><b>1.3 Relationship of Schools and Departments to University Promotion and Tenure Policy; current University policy</b></p>	<p><b>1.3 Relationship of Schools and Departments to University Promotion and Tenure Policy; current University and School policies</b></p>
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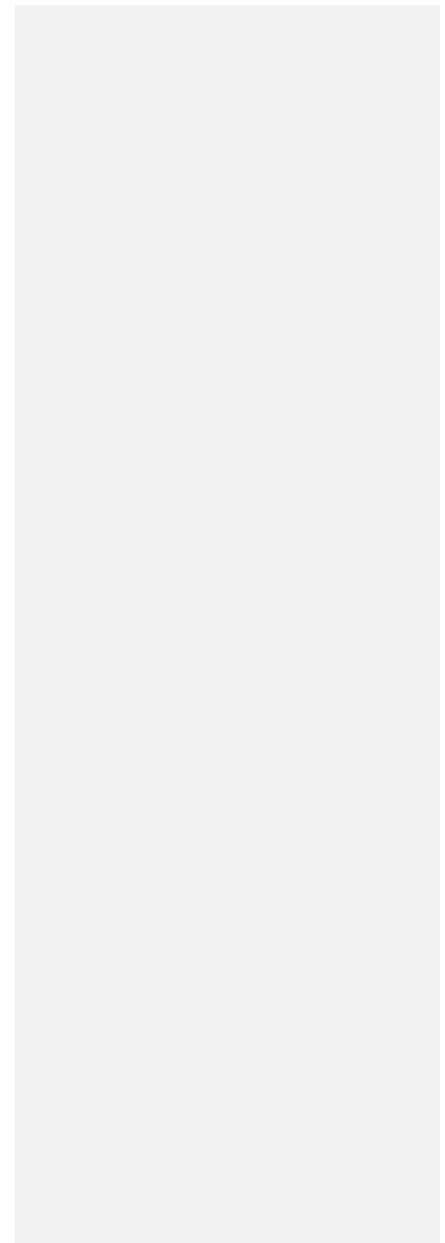


are initiated at the departmental level, guidelines shall be written for both the department and the school. The guidelines for the procedures and criteria for a given department of a school may be identical to the guidelines of that school.

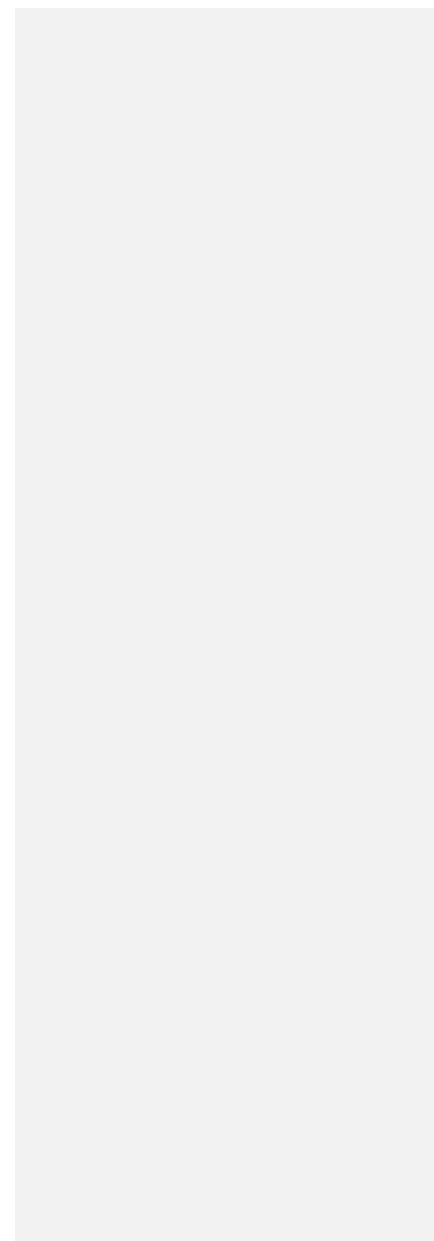
Guidelines shall define tenured, tenure-eligible, and term (non-tenure) faculty positions and the relationship of the unit's promotion and tenure system to the unit's work plan and individual faculty member work plans developed in accordance with the Faculty Roles and Rewards Policy<sup>2</sup>. The guidelines of each school and each department must be consistent with university policy but shall include procedural variations, composition of committees and criteria for promotion and tenure relative to the unit's mission. The guidelines shall include specific measures for evaluating faculty member performance.

The guidelines for all departments and/or schools shall be formulated and reviewed periodically by a committee of the department and/or school. The faculty shall elect the committee members, and the committee members shall be open to faculty recommendations. A majority vote of the faculty shall be required for the approval of all unit guidelines.

<p><b>1.4 Appointing Authority</b> Promotion and tenure of the faculty are made under the ultimate authority and with the final approval of the Board of Visitors.</p> <p>The president is authorized to recommend faculty promotions and conferral of tenure to the Board of Visitors according to the procedures set forth in this document.</p>	<p><b>1.4 Appointing Authority; current University policy</b></p>	<p><b>1.4 Appointing Authority; current University and School policies</b></p>
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<p><b>2.0 Faculty Ranks and Appointments</b> This document applies to the university faculty appointments at the ranks of professor, associate professor, assistant professor and instructor whose responsibilities are primarily teaching or research. All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure). Section 3.0 defines these types of appointments.</p> <p><b>2.1 General Criteria and Criteria Definitions for Tenured, Tenure-eligible, and Term (non-tenure) Faculty Members</b> In order to ensure distinction in learning, research, scholarly pursuits and creative expression, and service, the following criteria shall apply in the evaluation of all tenured and tenure-eligible faculty members for promotion and tenure. For faculty members holding term (non-tenure) faculty appointments, the criteria shall be applied in the evaluation for promotion as appropriate to the individual faculty member's special mix of duties. All faculty members' work plans are developed in accordance with the Faculty Roles and Rewards policy. Faculty members holding administrative positions must meet the guidelines of their own academic unit.</p> <p>General criteria include:</p> <ul style="list-style-type: none"> <li>• Appropriate credentials and experience.</li> <li>• Demonstrated Continuing Scholarship and Professional Growth. Faculty</li> </ul>	<p><b>2.0 Faculty Ranks and Appointments; current University policy</b></p> <p><b>2.1 General Criteria and Criteria Definitions for Tenured, Tenure-eligible, and Term (non-tenure) Faculty Members</b></p> <p>The criteria for evaluation of individuals for promotion and/or tenure include:</p> <ul style="list-style-type: none"> <li>• Appropriate Credentials and Experience</li> <li>• Demonstrated Continuing Scholarship</li> </ul>	<p><b>2.0 Faculty Ranks and Appointments; current University and School policies</b></p> <p><b>2.1 General Criteria and Criteria Definitions for Tenured, Tenure-eligible, and Term (non-tenure) Faculty Members; current University and School policies</b></p>
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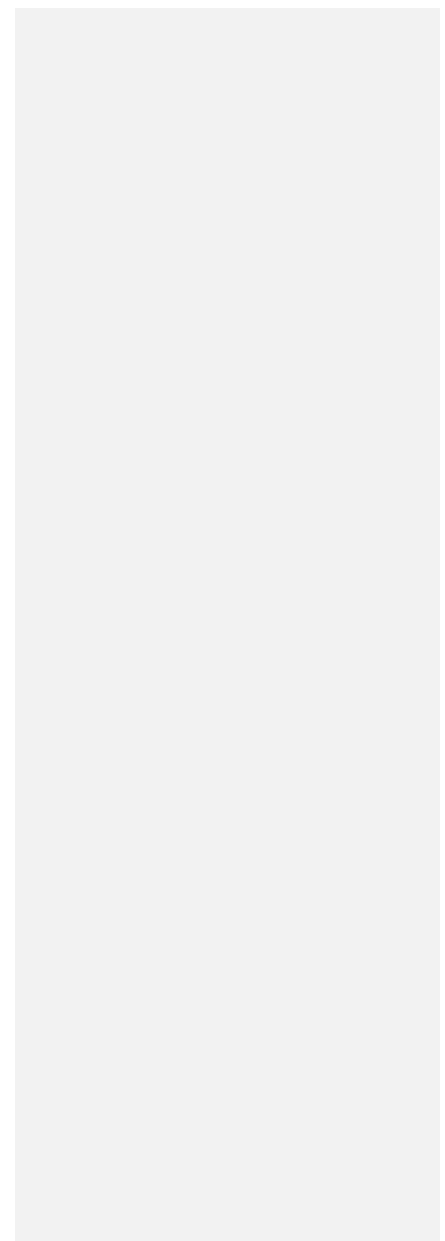
<p>members should be continuously engaged in productive and creative scholarly activity in areas relevant to the goals and mission of their academic unit. They should make a substantive contribution to the body of knowledge in their discipline that reflects high standards of quality in creativity, scholarship and professional competence. They should demonstrate leadership and professional competence in independent scholarship and/or collaborative research that leads to the creation of new knowledge or creative expression. Scholarship can be in the form of research and discovery scholarship, the scholarship of teaching and learning, or community-engaged research. Research and discovery scholarship breaks new ground in the discipline and answers significant questions in the discipline. Scholarship of teaching and learning includes applied research regarding various pedagogies, student learning, and assessment practices; development and dissemination of materials for use in teaching beyond one's own classroom. Community-engaged research is a collaborative process between the researcher and community partner at all stages of the research process. Examples are community-based participatory and action research.</p> <ul style="list-style-type: none"> <li>• Demonstrated quality in teaching.</li> </ul>	<p>and Professional Growth</p> <ul style="list-style-type: none"> <li>• Demonstrated Quality in Teaching, and</li> <li>• Demonstrated Performance of Service Responsibilities within the University, School, and Department, and to the profession and broader community.</li> </ul> <p>Individual work plans developed in accordance with the Faculty Roles and Rewards policy are integral to evaluating faculty performance on each of these criteria.</p> <p><b>- Appropriate Credentials and Experience</b> The candidate must hold the appropriate terminal degree or its equivalent. The terms and/or qualifications of the equivalence and the identity of the individual certifying the equivalence, shall be clearly stated in writing at the time of the candidate's hiring. This documentation shall be available to the Promotion and Tenure Peer Review Committee and forwarded by the department chair to the School of the Arts Promotion and Tenure Committee. Equivalencies are determined by the search committee, the department chair and the dean. The candidate's faculty position and assignment shall be commensurate with the candidate's background and experience. Credentials and Experience may be rated as either satisfactory or unsatisfactory. For promotion to the next academic rank, Credentials and Experience must be rated as satisfactory.</p> <p><b>- Continuing Scholarship and Professional</b></p>	
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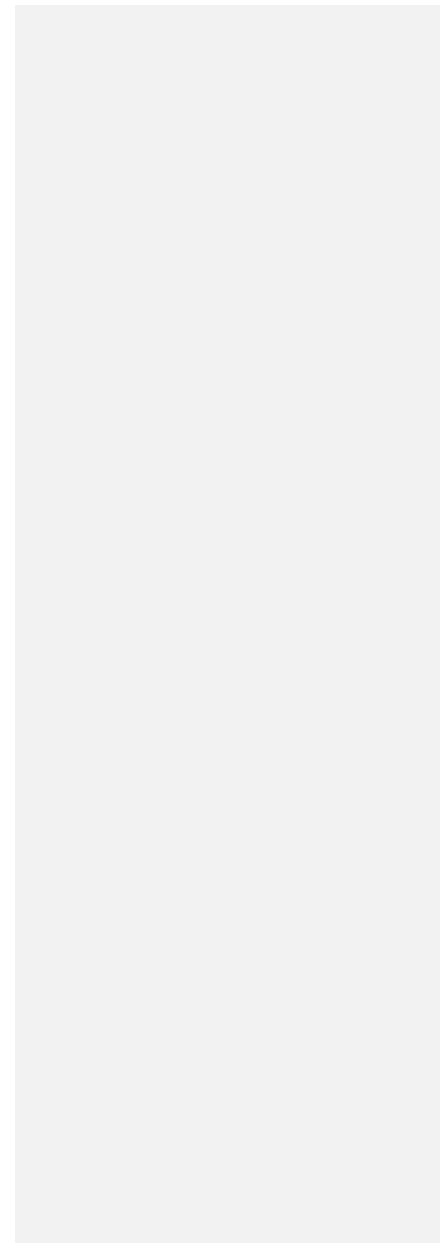
<p>Teaching shall be evaluated based primarily upon the impact of the faculty member's teaching in programs relevant to the mission of their academic unit. Faculty members must demonstrate mastery of their subject matter and at communicating this understanding to student learners; most fundamentally, faculty members should demonstrate that their students learn. There should be evidence of the candidate's sustained commitment to classroom instruction, to inclusion of advising and availability to students as a component of teaching, to sustained effectiveness as a contributor to the intellectual development of students through devices such as course design, course material, curriculum development, and attention to other mechanisms of enhancing student learning. Mentoring, and other forms of beneficial interactions between the candidate and learners, may be given appropriate weight as a part of the teaching criteria as determined by the academic unit. Demonstrated quality of teaching may include community-engaged teaching that connects students and faculty members with activities that address community-identified needs through mutually beneficial partnerships that deepen students' academic and civic learning. Examples are service-learning courses</p>	<p><b>Growth</b>  The candidate's continuing scholarship, professional growth, and research/creative activities are prerequisites for promotion and tenure; the candidate must demonstrate continuing accomplishments during the probationary period. Scholarly and creative activities should demonstrate a commitment and make a substantive contribution to the body of knowledge within arts, design and related fields reflecting high standards of quality in creativity, scholarship and professional competence. The candidates should demonstrate leadership and professional competence in independent scholarship and/or collaborative research that fosters the creation of new knowledge or creative expression. Scholarship can be in the form of research and discovery scholarship, the scholarship of teaching and learning, service-learning or community-engaged research. Research and discovery scholarship breaks new ground in the discipline and answers significant questions in the discipline. Scholarship of teaching and learning includes applied research regarding various pedagogies, student learning, and assessment practices; development and dissemination of materials for use in teaching beyond one's own classroom. Community-engaged research is a collaborative process between the researcher and community partner at all stages of the research process.</p> <p>Evidence of the quality of such activity is</p>	
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<p>or service-learning clinical practica.</p> <ul style="list-style-type: none"> <li>• Demonstrated performance in service. Faculty members are expected to give of their time and expertise for the betterment of their department, school and university, their profession and/or the broader community. Service includes engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad. Demonstrated performance in service may include community-engaged service, which is the application of one's professional expertise to address a community-identified need and to support the goals and mission of the university and the community partner.</li> </ul>	<p>provided by external peer review, as well as documentation and assessment of activities such as exhibition and performance record, participation in conferences, participation in professional associations, publications, presented papers, seminars, consulting, grants, commissions, prizes, inclusion in public or private collections or other awards supporting scholarly or creative activity.</p> <p>A candidate's research should possess both sufficient quality and quantity, and demonstrate a pattern of accomplishment. Distinction between local, regional, national and international achievements must be noted. Distinction must be made regarding the process of selection (i.e. juried, non-juried, invitational, solo or group) when assessing exhibition and publication activity.</p> <p>In a university environment characterized by academic freedom and individual autonomy, it is the responsibility of each faculty member to establish and maintain an individual program of research/creative endeavor. It is not the prerogative of the university, school, or department to place limitations or definitions upon the creative, professional, and/or scholarly directions explored by each faculty member within his or her discipline</p> <p><b>- Teaching</b> A teacher in the School of the Arts is an artist, designer and/or scholar who brings creative, intellectual, and technical expertise of the</p>	
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	<p>discipline to the classroom, studio, or performance space. Teaching in the School of the Arts takes place in the following situations: one-on-one teaching situations between student and teacher; studio courses with a number of students directly involved along with the teacher in the intellectual or creative process; traditional lecture courses; and various modes of apprenticeship.</p> <p>Teaching shall be evaluated based primarily upon the impact of the faculty member's teaching in programs relevant to the mission of his/her academic unit. Faculty members must demonstrate mastery of their subject matter and be proficient in communicating this understanding to student learners; fundamentally, faculty members should demonstrate that their students and/or communities learn. There should be evidence of the candidate's sustained commitments to instruction, to inclusion of mentoring and availability to students as a component of teaching, to sustained effectiveness as a contributor to intellectual and professional development through devices such as course design, course material, curriculum development, and attention to other mechanisms of enhancing learning and educational programming. Mentoring, and other forms of beneficial interactions between the candidate and learners, may be given appropriate weight as part of the teaching criteria as determined by the academic unit. Demonstrated quality of teaching may include</p>	
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	<p>service learning and community-engaged teaching that connects students and faculty members with activities that address community-identified needs through mutually beneficial partnerships and/or service-learning that deepens students' academic and civic learning.</p> <p>Factors to be considered in evaluating teaching may include but are not limited to items listed below.</p> <p>A teacher in the School of the Arts:</p> <ul style="list-style-type: none"> <li>• Has a thorough and appropriate knowledge of the discipline</li> <li>• Organizes the course information and curricular ideas</li> <li>• Has appropriate teaching techniques</li> <li>• Communicates and imparts knowledge, skills, and processes appropriate to the discipline</li> <li>• Develops the intellectual and creative abilities of the students</li> <li>• Demonstrates concern for students</li> <li>• Develops teaching and curricular innovations</li> <li>• Utilizes a fair and impartial process for student evaluation</li> <li>• Maintains high professional, academic, and ethical standards</li> <li>• Advises students effectively (when such responsibilities are assigned)</li> <li>• Remains current in the discipline and relates important advancements in the discipline to students</li> <li>• Inspires the student to achieve</li> </ul>	
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excellence in the discipline

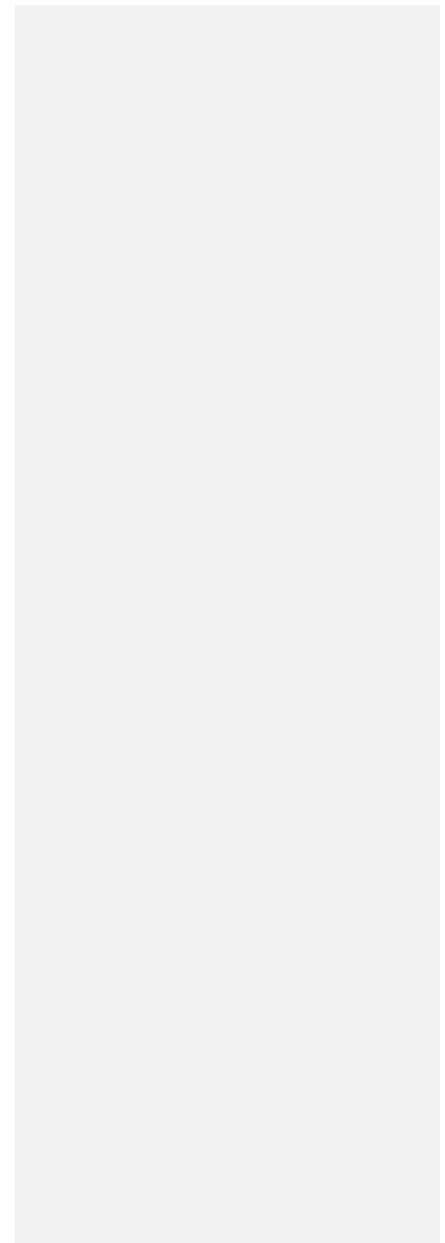
Data substantiating the quality of teaching must be derived from a variety of sources with no single source serving as the sole criterion. Some of the commonly accepted data sources are:

- Cumulative student evaluations
- Assessments of candidate by colleagues (required)
- Self-assessment of teaching
- Student surveys
- Letters of support from former students and professionals with first-hand knowledge of the candidate's teaching
- Course materials and documents produced or developed by the candidate as submitted by the candidate
- Documentation of student and alumni accomplishments in courses and beyond VCU
- Documented efforts to improve teaching effectiveness
- Classroom observation by department chair and members of the Peer Review Committee
- Directing theses and dissertations
- Advising

**- Service**

Faculty members are expected to give their time and expertise for the betterment of their department, school and university, their

	<p>profession and/or the broader community. Service refers to such activities and these may be solicited or unsolicited, paid or unpaid. There are two broad categories of service: professional service and community service. Service includes engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad. Demonstrated performance in service may include and community-engaged service, which is the application of one's professional expertise to address a community-identified need and to support the goals and the mission of the university and the community partner.</p> <p>For promotion and tenure assessment, professional service in the area of the candidate's expertise is given primary consideration.</p> <p>In cases where an activity could be listed in Continuing Scholarship and Professional Growth, Teaching, or Service, it is left to the discretion of the candidate where in the vitae the final listing is made. However, the candidate is encouraged to consider seriously the depth and breadth of the work and the type of preparation involved in the process of making the final determination.</p> <p>Service to the profession refers to undertakings such as participating or holding office in:</p> <ul style="list-style-type: none"> <li>• professional associations and societies</li> </ul>	
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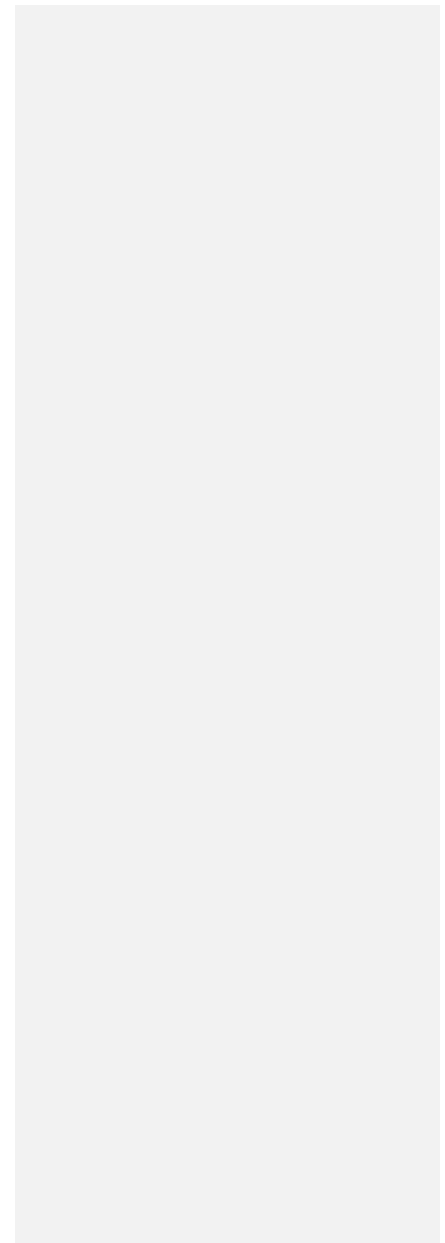


<p><b>2.1.1 Application of Criteria and Criteria Ratings for Tenured and Tenure-eligible Faculty</b></p> <p>Faculty member performance with respect to Continuing Scholarship and Professional Growth, Teaching, and Service shall be rated (in descending order) as excellent, very good, satisfactory, or unsatisfactory. Credentials and experience shall be rated as satisfactory or unsatisfactory. All written reports and</p>	<ul style="list-style-type: none"> <li>• professional adjudications</li> <li>• other professional contributions made as a result of professional endeavors.</li> </ul> <p>Academic service refers to activities within VCU, such as work on committees, overseeing programs, consulting with committees or peers, lectures, conducting workshops, providing instruction beyond assigned teaching load, and providing other services or assistance.</p> <p>Administrative service also refers to those service duties that are normally expected of individuals holding administrative positions such as chairs, directors or deans.</p> <p>Community service refers to activities where the candidate applies professional expertise to the broader community, such as work on committees, administering programs, consulting, lectures, conducting workshops, providing instruction, or providing assistance relating to the candidate’s profession.</p> <p>Service activities outside VCU that relate to fulfilling one’s civic duty should not be considered in evaluating Service.</p> <p><b>2.1.1 Application of Criteria and Criteria Ratings for Tenured, Tenure-eligible and Term (Non-tenure) Faculty</b></p> <p>Faculty member performance with respect to Continuing Scholarship and Professional Growth, Teaching, and Service shall be rated (in descending order) as excellent, very good,</p>	<p><b>2.1.1 Application of Criteria and Criteria Ratings for Tenured, Tenure-eligible and Term (Non-tenure) Faculty; current University and School policies</b></p>
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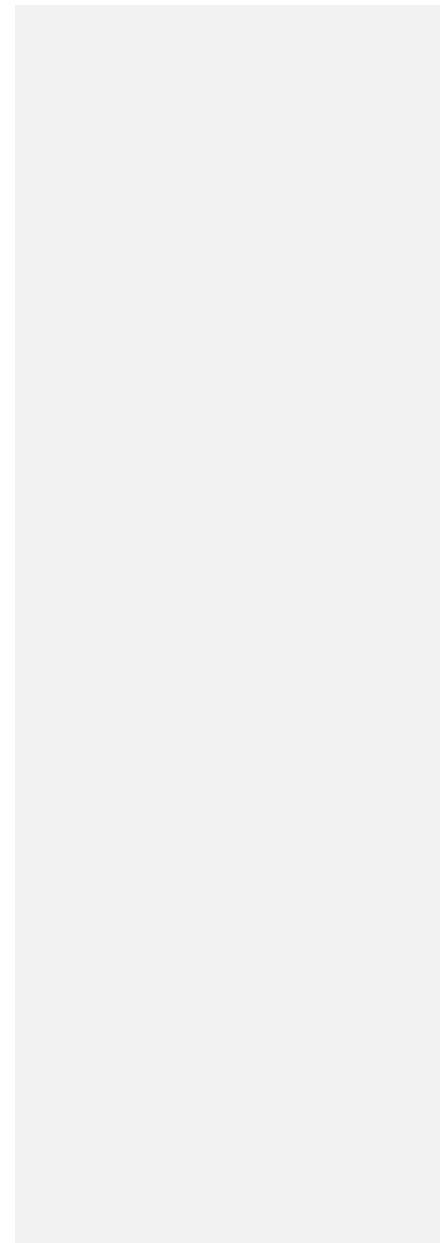
<p>evaluations of tenure and tenure-eligible faculty performance ratings shall use this terminology.</p> <p>Appointment or promotion to assistant professor shall indicate the candidate can be expected to perform satisfactorily all required academic duties and holds promise for further professional development.</p> <p>Appointment or promotion to associate professor requires a minimum rating of excellent in either scholarship or teaching and a rating of very good in the other of these two categories. Candidates also must achieve a minimum rating of satisfactory in service. Candidates must be effective researchers and teachers and show a pattern of accomplishment in scholarship that indicates progress toward a national or international reputation in their discipline.</p> <p>Appointment or promotion to professor requires a minimum rating of excellent in either scholarship or teaching and a rating of very good in the other of these two categories. Candidates also must achieve a minimum rating of very good in service. Candidates must be effective researchers and teachers and demonstrate a pattern of distinguished accomplishment in scholarship that indicates achievement of a national or international reputation in their discipline.</p>	<p>satisfactory or unsatisfactory. Credentials and experience shall be rated as satisfactory or unsatisfactory. All written reports and evaluations of tenure and tenure-eligible faculty performance ratings shall use this terminology.</p> <p>The candidate's <b>Continuing Scholarship and Professional Growth</b>, and research / creative activities shall be rated according to the following categories:</p> <p><b>Excellent Continuing Scholarship and Professional Growth</b> A rating of excellent denotes a sustained pattern of exemplary accomplishment, making a high level contribution to the discipline.</p> <p><b>Very Good Continuing Scholarship and Professional Growth</b> A rating of very good signifies accomplishments of notable substantial quality over several years.</p> <p><b>Satisfactory Continuing Scholarship and Professional Growth</b> A rating of satisfactory represents achievements in research/creative activities that suggest future potential for sustained growth and development.</p> <p><b>Unsatisfactory Continuing Scholarship and Professional Growth</b> A rating of unsatisfactory represents an absence of research/creative activity, or</p>	
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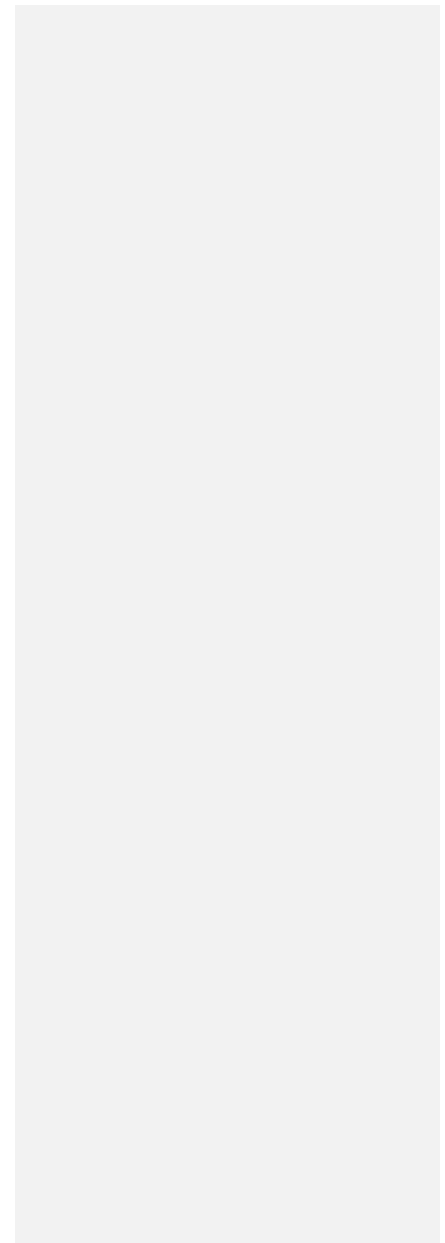
	<p>research/creative activities whose quality or modest quantity do not meet the prevailing norms for the profession.</p> <p>The candidate's <b>Teaching</b> shall be rated according to the following categories:</p> <p><b>Excellent Teaching</b> A rating of excellent denotes a sustained pattern of exemplary accomplishment in teaching, making a high level contribution to students.</p> <p><b>Very Good Teaching</b> A rating of very good signifies teaching accomplishments notable for substantial quality over several years.</p> <p><b>Satisfactory Teaching</b> A rating of satisfactory represents achievements in teaching activities that suggest future potential for sustained teaching growth and development.</p> <p><b>Unsatisfactory Teaching</b> A rating of unsatisfactory represents an absence of quality teaching, or modest teaching quality that does not meet the prevailing norms for the department, school or profession.</p> <p>The candidate's <b>Service</b> activities shall be rated according to the following categories:</p> <p><b>Excellent Service</b></p>	
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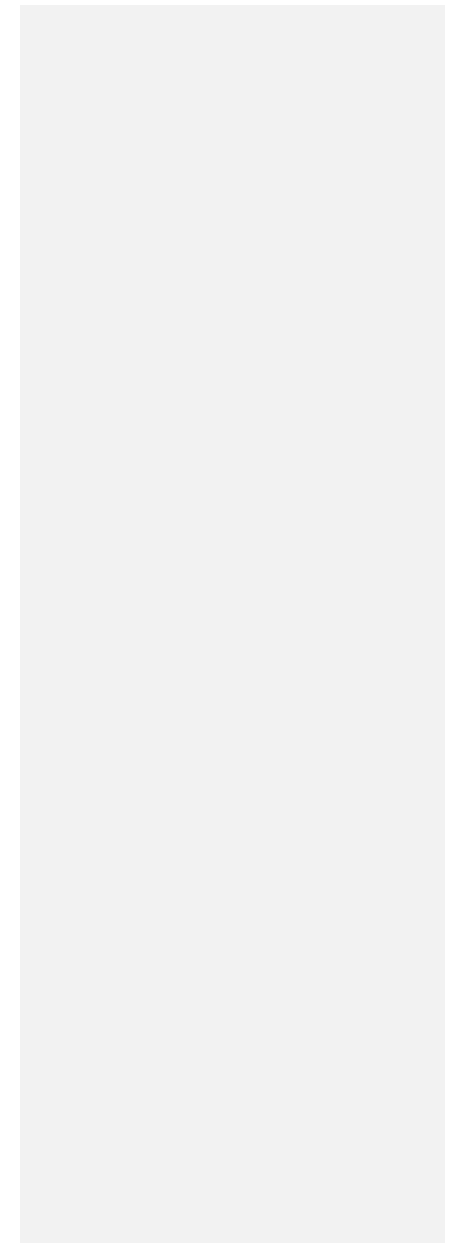
	<p>A rating of excellent denotes a sustained pattern of exemplary service accomplishment, making a high level contribution to the department, school, university, profession or community.</p> <p><b>Very Good Service</b> A rating of very good signifies service accomplishments notable for ongoing quality and quantity.</p> <p><b>Satisfactory Service</b> A rating of satisfactory represents achievements in service activities that suggest future potential for sustained growth and development.</p> <p><b>Unsatisfactory Service</b> A rating of unsatisfactory represents an absence of service activity, or service activities whose quality or modest quantity do not meet the prevailing norms for the department, school, university, profession or community.</p> <p><b>2.1.1.A Ratings for Promotion</b></p> <p><b>Continuing Scholarship and Professional Growth Criteria for Promotion to Each Academic Rank</b> For promotion from instructor to assistant</p>	<p><b>2.1.1.A Ratings for Promotion; current University and School policies</b></p>
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	<p>professor, the candidate must show skills in Continuing Scholarship and Professional Growth and exhibit potential for continued development in this area.</p> <p>For promotion from assistant to associate professor, the candidate should have attained a sustained and recognized level of Continuing Scholarship and Professional Growth. The candidate must have continued to demonstrate potential in this area, currency in the discipline and commitment to personal growth in the field.</p> <p>For promotion from associate professor to professor, the candidate must demonstrate a continuing, high level of proficiency and pattern of accomplishments in Continuing Scholarship and Professional Growth as recognized by colleagues and peers.</p> <p><b>Teaching Criteria For Promotion to Each Academic Rank:</b></p> <p>For promotion from instructor to assistant professor, the candidate must demonstrate criteria from among those listed in “Factors to be Considered in Evaluating Teaching” and exhibit potential for the development of further effectiveness as a classroom/studio teacher.</p> <p>For promotion from assistant to associate professor, the candidate should have demonstrated the teaching capability indicated by the potential shown above in “For promotion from instructor to assistant</p>	
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	<p>professor” and must have shown leadership in departmental curricular development and program enhancement. Furthermore, the candidate must have continued to demonstrate through teaching the candidate’s currency in the discipline and a commitment to personal growth in the field.</p> <p>For promotion from associate professor to professor, the candidate must demonstrate a high level of proficiency in teaching recognized by colleagues and peers as well as students current and past.</p> <p><b>Service Criteria for Promotion to Each Academic Rank:</b></p> <p>For promotion from instructor to assistant professor, the candidate must exhibit service accomplishments and show potential for continued contributions in the area.</p> <p>For promotion from assistant to associate professor, the candidate should have attained a sustained and recognized level of service. The candidate must have demonstrated the potential for continued service.</p> <p>For promotion from associate professor to professor, the candidate must demonstrate a high level of continued involvement in service as well as a commitment for future service contributions.</p> <p>The criteria of Appropriate Credentials and Experience must be rated as either satisfactory</p>	
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or unsatisfactory, and to rise to the next academic rank, candidates must be rated satisfactory on Appropriate Credentials and Experience. The following chart displays the minimum criteria (in terms of satisfactory, very good or excellent) for each academic rank for Continuing Scholarship And Professional Growth, Teaching, and Service.

**2.1.1.B Basic Criteria for Promotion and Tenure**

	Assistant	Associate	Professor
Excellent		1	2
Very Good	1	2	1
Satisfactory	2		

\* Ratings of Excellent must be in the area(s) of Continuing Scholarship and Professional Growth and/or Teaching.

**Appointment, Promotion to Assistant Professor**

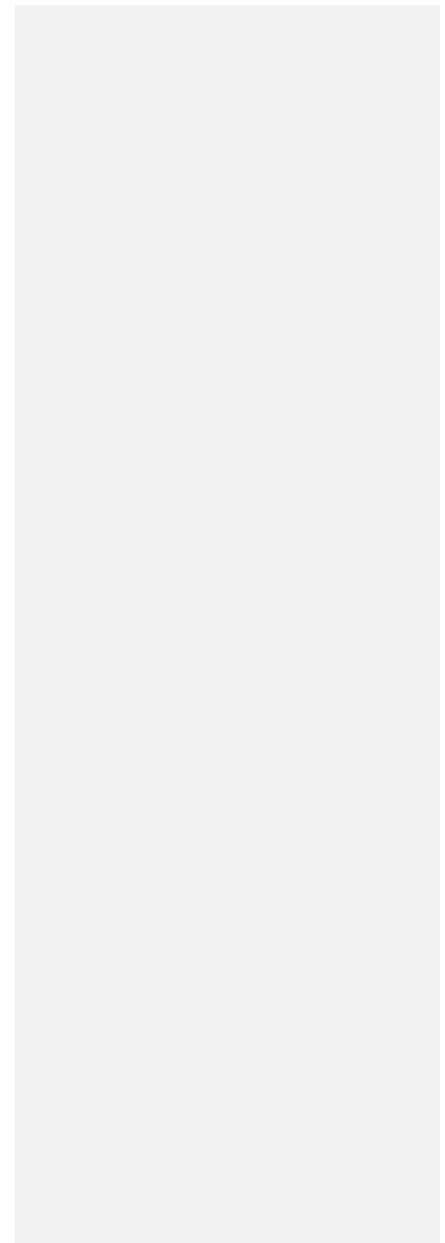
Promotion to assistant professor requires suitable preparation and experience in the discipline, satisfactory performance of all academic duties, and demonstrated potential for further professional development in Continuing Scholarship And Professional Growth, Teaching, and Service. From among the criteria of Continuing Scholarship And Professional Growth, Teaching, and Service, the candidate for assistant professor must be ranked at least “satisfactory” on two of these criteria and at least “very good” on one of these criteria.

**Appointment, Promotion and/or Tenure to**

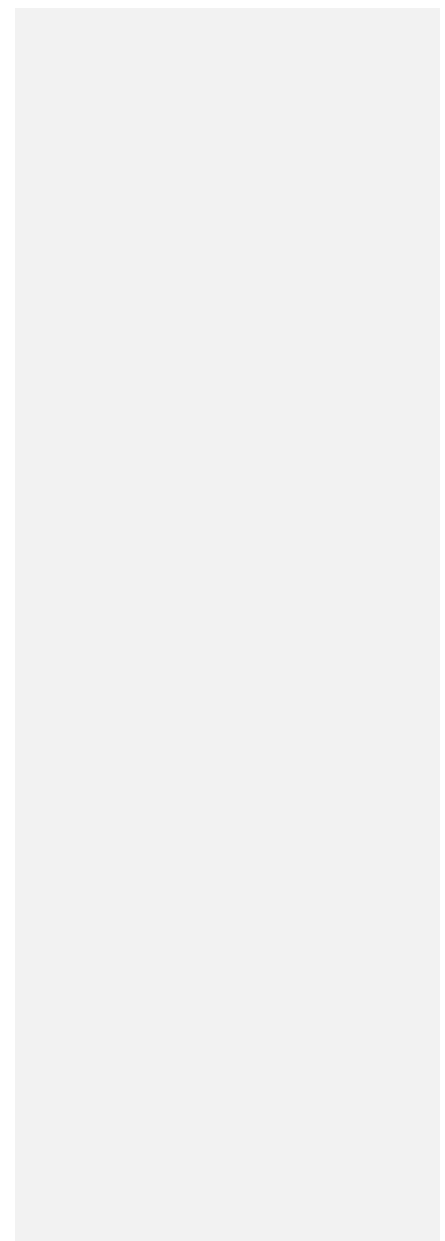
**2.1.1.B Basic Criteria for Promotion and Tenure; current University and School policies**

Minimum criteria (in terms of ratings of excellent, very good, satisfactory, and unsatisfactory) for Appropriate Credentials and Experience, Teaching, Continuing Scholarship and Professional Growth, and Service are stated in the school’s *Faculty Promotion and Tenure Policies and Procedures*.

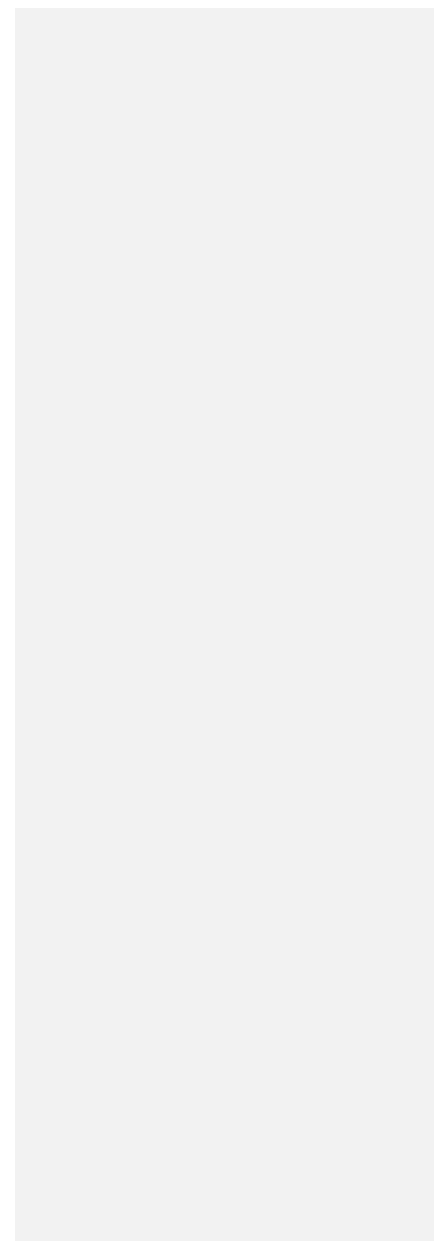
	<p><b>Associate Professor</b>  Promotion to associate professor requires a terminal degree or equivalent, a sustained, demonstrated pattern of accomplishments in the areas of Continuing Scholarship and Professional Growth and/or Teaching.</p> <p>Candidates for the rank of associate professor must have achieved sufficient quality and quantity of sustained endeavors which enable them to be judged as</p> <ol style="list-style-type: none"> <li>(1) effective, conscientious, and impartial teachers</li> <li>(2) creative, independent, and productive artist/researchers</li> <li>(3) individuals who have produced meaningful service.</li> </ol> <p>From among the criteria of Continuing Scholarship and Professional Growth, Teaching, and Service, the candidate for Associate Professor must be ranked “excellent” in either Continuing Scholarship and Professional Growth or in Teaching, at least “very good” in the other, and at least “satisfactory” in Service. Candidates must be effective researchers and teachers and show a pattern of accomplishment in scholarship that indicates progress toward a national or international reputation in their discipline.</p> <p><b>Appointment, Promotion and/or Tenure to Professor</b>  Promotion to Professor requires a terminal degree or equivalent. Promotion to this rank is</p>	
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	<p>a significant achievement that demonstrates exceptional contributions in Continuing Scholarship and Professional Growth, Teaching, and Service. Promotion to Professor shall be reserved for those who have been recognized nationally by their peers for their professional achievements. From among the criteria of Continuing Scholarship and Professional Growth, Teaching, and Service, the candidate for professor must be ranked “excellent” in Continuing Scholarship and Professional Growth and in Teaching, and at least “very good” in Service.</p> <p>Candidates must be effective researchers and teachers and show a pattern of distinguished accomplishment in scholarship that indicates progress toward a national or international reputation in their discipline. When the rank of professor is being considered, factors to be considered in evaluating national or international significance may include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• books or articles in respected professional journals by or about the candidate</li> <li>• grants, fellowships, prizes and awards of substantive consequence</li> <li>• exhibitions in prestigious galleries and museums</li> <li>• international exhibitions</li> <li>• reviews by critics having national prominence</li> <li>• representation of work in significant public and private collections</li> </ul>	
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<p><b>2.1.2 Application of Criteria and Criteria Ratings for Promotion for Term (Non-tenure) Faculty</b>  Each unit with term (non-tenure) faculty appointments shall provide written guidelines for promotion of term (non-tenure) faculty. The criteria and definitions of criteria as specified in 2.1 shall apply to term (non-tenure) faculty to the extent that the criteria and definitions are consistent with that faculty member's special mix of duties. The guidelines shall address how a term (non-tenure) faculty member's effort shall be weighted by the special mix of duties assigned to faculty members holding these appointments. The guidelines shall also specify the voting rights of the faculty regarding a recommendation to promote or renew these faculty appointments.</p>	<ul style="list-style-type: none"> <li>• presentation of papers, workshops, or seminars at national professional conferences</li> <li>• election to office of a national professional organization</li> <li>• assessment by external evaluators stating that the quality of the candidate's work is equivalent to other work being presented on a national level</li> <li>• the significance of the credentials of the external evaluators</li> </ul> <p><b>2.1.2 Application of Criteria and Criteria Ratings for promotion for Term (Non-tenure) Faculty; current University policy</b></p>	<p><b>2.1.2 Application of Criteria and Criteria Ratings for promotion for Term (Non-tenure) Faculty</b></p> <p>Faculty with Term appointments are valued members of the faculty and are eligible for promotion following the same criteria and procedures described above. The weighting of the candidate's mix of duties is stated in the approved annual Individual Work Plans and assessed by the chair in the candidate's annual report.</p> <p>The voting rights of the faculty when considering promotion of Term faculty shall be the same as when considering promotion and/or tenure for tenure-eligible faculty and promotion for tenured faculty.</p>
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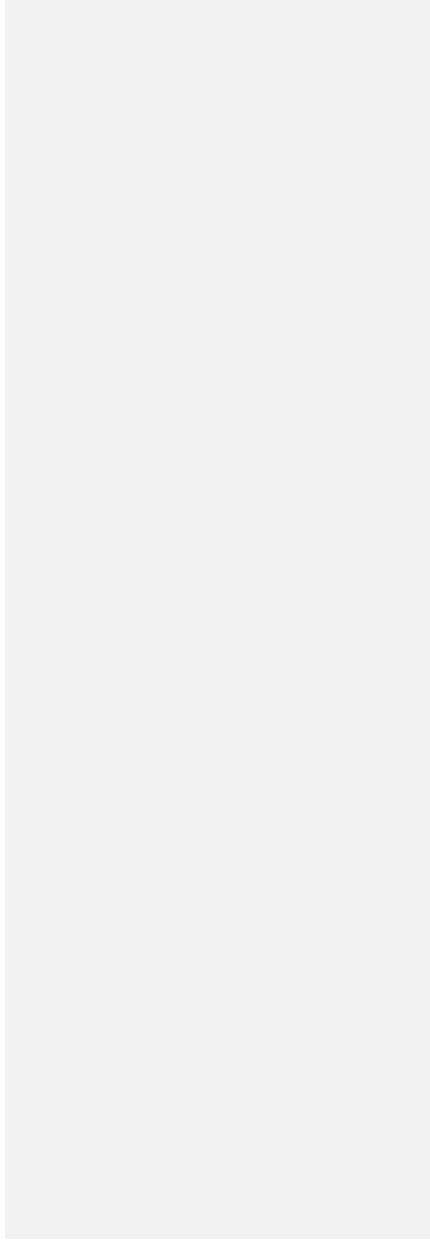


<p><b>2.2 Departmental and School Criteria for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Members.</b>  The detailed school and/or department guidelines shall amplify the general criteria of the university.</p> <ul style="list-style-type: none"> <li>• Additional special criteria unique to a given school and/or department are encouraged.</li> <li>• The individual school and/or departmental guidelines shall designate the relative importance of the scholarship, teaching, and service criteria and define what they mean by ratings of excellent, very good, satisfactory, and unsatisfactory in each area.</li> <li>• These guidelines shall be approved by the unit's faculty and thereafter provided to all new faculty members and filed with the school and provost's office and the University Promotion &amp; Tenure Policy Review Committee.</li> </ul>	<p><b>2.2 Departmental and School Criteria for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Member; current University policy</b></p>	<p><b>2.2 Departmental Criteria for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Member; current University policy</b></p> <p><b>2.2.1 Appropriate Credentials and Experience</b></p> <p><b>2.2.3 Evaluation of Continuing Scholarship and Professional Growth</b>  The candidate's continuing scholarship and professional growth are a prerequisite for promotion and tenure. The candidate is evaluated according to the criteria stated in the school's <i>Faculty Promotion and Tenure Policies and Procedures</i>. Each faculty member is responsible for establishing and maintaining an individual program of research.</p> <p>Faculty in the department of Craft/Material Studies are studio artists whose primary activity, relative to the criteria of scholarship and professional growth, is the creation of original or innovative objects/images generally in one or more media: clay, fiber, glass, metal, wood. This delineation by media is commensurate with that found in the discipline of Craft/Material Studies. The professional forum of Craft/Material Studies involves museums, galleries, publications, national organizations, and scholars and critics intent on perpetuating these art forms in the twenty-first century.</p> <p>Exhibition of creative work is analogous to publication in other fields, and is a significant</p>
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	<p>indicator of the candidate's contribution to the body of knowledge within the discipline. National or international activity and/or recognition is given greater weight than regional or local activity. Exhibitions in prestigious museums and galleries as well as work included in significant collections will also be given more weight. Evidence of the quality of such activity is provided by external evaluation, which is expected, for promotion and tenure. Supplemental evidence may include grants, awards, prizes, and commissions, which support scholarly and creative activity. Exhibition catalogues, reviews of exhibitions, and articles in professional publications may also be important sources in evaluating a candidate's continuing scholarship and professional growth. The reputation of the publication and critic, and the substance of the criticism are important considerations in validating these sources.</p> <p><b>2.2.4 Teaching</b> Factors to be considered in evaluating teaching <b>may</b> include, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>(i) Thorough and appropriate knowledge of the discipline.</li> <li>(ii) Organization of course information and curricular ideas.</li> <li>(iii) Appropriate teaching techniques.</li> <li>(iv) Ability to aid in the development of the skills, processes and scholarly methods appropriate to the discipline.</li> <li>(v) Effectiveness in developing intellectual</li> </ul>
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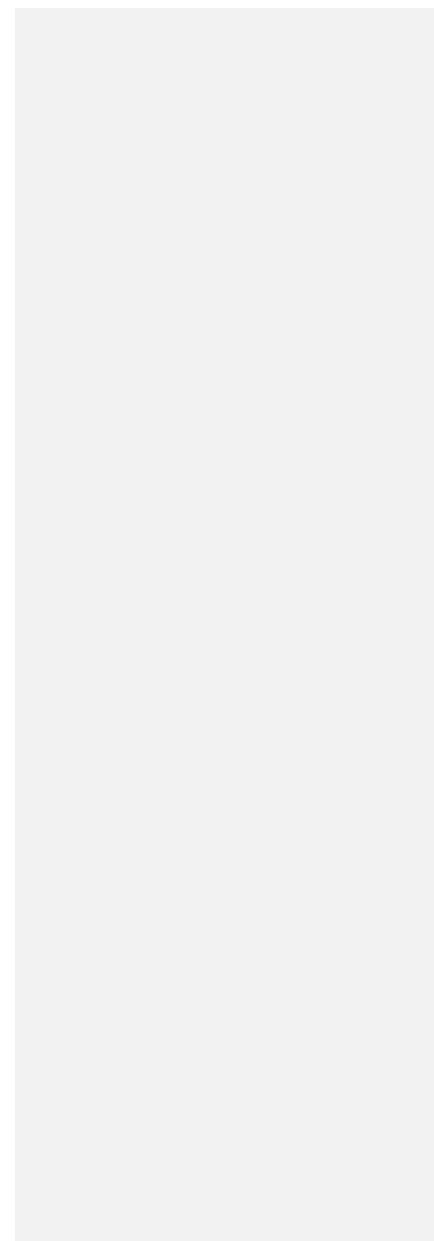
	<p>and creative abilities in students.</p> <ul style="list-style-type: none"> <li>(vi) A demonstration of concern for students' academic progress.</li> <li>(vii) Development of teaching and curricular techniques.</li> <li>(viii) Utilization of fair and impartial process for student evaluation.</li> <li>(ix) Maintaining high professional, academic and ethical standards.</li> <li>(x) Effectiveness in student advising (where such a responsibility is assigned).</li> <li>(xi) Demonstrated (documented) knowledge of the latest advancement in the discipline, and the observable ability to impart this to students</li> <li>(xii) Ability to inspire students to achieve excellence in the discipline.</li> </ul> <p><b>2.2.5 Evaluation of Teaching</b>  Regular classroom assessment of instructors held at the end of each semester shall be an integral part of the review process. Candidates for promotion and/or tenure are given the option of providing a written self-evaluation of their own performance. Each candidate may supply the Peer Review Committee with a list of student evaluators. The committee, in turn, may contact students on its own initiative. Only the committee can solicit individually written evaluations from students currently enrolled in a class taught by the candidate, or current thesis advisees, assistants, or employees of the candidate, though students may decline to evaluate the candidate. It is required that assessment of the candidate by colleagues be included. Only signed evaluations and letters</p>
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		<p>will be accepted.</p> <p><b>2.2.6 Service</b>  Criteria for evaluating service are stated in the <i>school's Faculty Promotion and Tenure Policies and Procedures</i>.</p> <p><b>2.2.7 Evaluation of Service</b></p> <p><b>2.2.8 Rating</b></p>
<b>3.0 Defining Appointments</b>	<b>3.0 Defining Appointments</b>	<b>3.0 Defining Appointments; current</b>

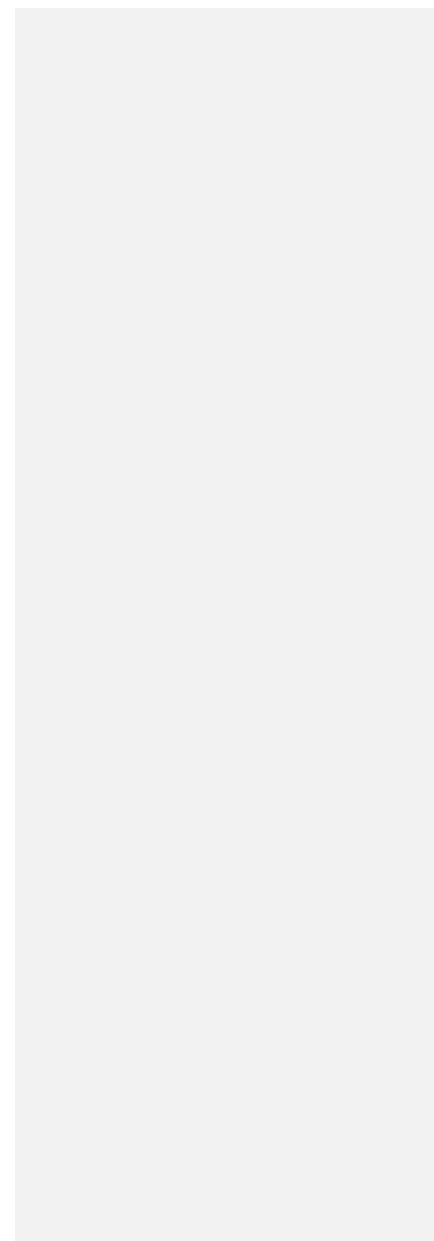


<p>All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure). Adjunct (non-tenure) appointments are part-time. All other appointments shall be full-time and either tenured, probationary (tenure-eligible), or term (non-tenure).</p> <p>A tenured appointment is an appointment that continues until the faculty member either voluntarily leaves the university or is dismissed for cause as specified in Section 11. Tenure is conferred in accordance with the criteria and procedures established by this document and supplemented by appropriate school and department guidelines. Tenure is granted only at the rank of associate professor or professor.</p> <p>A term (non-tenure) appointment is a full-time appointment to the faculty for a specified mix of duties and does not lead to tenure. Term (non-tenure) appointments shall always be at the rank of professor, associate professor, assistant professor, or instructor. Term (non-tenure) faculty members shall hold the same rights and responsibilities specified in the Faculty Handbook as tenured or tenure-eligible faculty except they shall not be afforded tenure or tenure eligibility. When appropriate to the duties assigned to the faculty member holding a term appointment, modifiers as defined by the unit (e.g., Clinical Professor, Visiting Professor, Research</p>	<p>All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure) or adjunct (non-tenure). Adjunct (non-tenure) appointments are part-time. All other appointments shall be full-time and either tenured, probationary (tenure-eligible), or term (non-tenure).</p> <p>Unless otherwise specified in the contract letter, when the term of the appointment of a full time faculty member is not to be renewed, the faculty member shall be notified:</p> <ul style="list-style-type: none"> <li>a) At least three months prior to the expiration of the appointment during the first year at the University;</li> <li>b) At least six months prior to the expiration of the appointment during the second consecutive year at the University</li> <li>c) At least 12 months prior to the expiration of the appointment after two consecutive years at the University.</li> </ul> <p>The total period of appointment at the instructor rank shall not exceed seven years. Term positions are non-tenurable ranks. For school level term appointments, the dean determines which position shall be determined as term. For departmental level appointments, the dean and department chair shall make such designations. Assignments of term positions are based upon school needs, position descriptions, and budgetary allocations. A term (non-tenure) appointments shall always</p>	<p><b>University and School policies</b></p>
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<p>Professor or Teaching Professor) should be used. A term (non-tenure) appointment may be for a period of one to five years and may be renewable. Conditions and notifications for non-renewal are to be specified in the contract letter for term (non-tenure) appointments. Adjunct faculty (non-tenure) appointments are granted to faculty members who serve the university part-time and are employed for specific activities. The rights and privileges of adjunct faculty shall be specified in the guidelines of the unit making the appointment, but they shall not participate in the evaluation of full-time faculty members for promotion or tenure. Recommendations for appointments or rank of part-time, non-tenured faculty shall not require academic review outside the school. These personnel actions shall be reviewed using guidelines established by the school and department and recommended by a letter from the department and/or school with the concurrence of the dean.</p>	<p>be at the rank of professor, associate professor, assistant professor, or instructor. Should a term faculty member subsequently be reassigned to a tenurable position, the years of service as a term faculty member are not counted as part of the probationary period though activities during this time are considered in the review. Each School of the Arts unit with term faculty appointments shall provide written guidelines for promotion which shall be the same as those used for promotion of tenure-eligible, faculty except that a term faculty's effort shall be weighted by the unique range of duties assigned to faculty members holding term appointments.</p> <p>A tenured appointment is an appointment that continues until the faculty member either voluntarily leaves the University or is dismissed for cause as specified in Section 11 of the VCU Faculty Promotion &amp; Tenure Policy and Procedures document. Tenure is conferred by criteria and procedures established by the university document and supplemented by school and appropriate department guidelines. Tenure is granted only at the rank of associate professor or professor. Tenure is conferred based on the faculty member's demonstrated capabilities, academic achievement and the University's anticipated long-term academic needs.</p>	
<p><b>3.1 Tenured Appointments</b> Tenure is conferred based on the faculty</p>	<p><b>3.1 Tenured Appointments</b> Tenure is conferred based on the faculty</p>	<p><b>3.1 Tenured Appointments; current University and School policies</b></p>



<p>member's demonstrated capabilities, academic achievement and the university's anticipated long-term academic needs.</p> <p>A recommendation for a tenured appointment is initiated only by an academic unit of a degree-granting school or college. Typically, recommendations for tenured appointments are initiated in the department of a school, but in schools where recommendations for academic personnel actions are initiated at the school level, the recommendations for tenured appointments are also initiated at the school level. The guidelines for each academic unit where recommendations for tenured appointments are initiated shall specify written criteria and standards for recommending tenure in that unit. These criteria shall assure that recommendations are based on a record of effectiveness in teaching, scholarship appropriate to the discipline, professional growth and service to the university, the profession, and/or the public. These guidelines shall also specify each unit's procedures for consultation with external evaluators and how the use of external evaluators is reported to the candidate. External evaluators shall be at a rank equal to or higher than the rank for which the candidate is being reviewed.</p> <p><b>3.2 Probationary (Tenure-Eligible) Appointments</b>  Probationary appointments are granted to faculty members with suitable preparation and experience and are appointed in positions</p>	<p>member's demonstrated capabilities, academic achievement and the school's anticipated long-term academic needs.</p> <p>A recommendation for a tenured appointment is initiated only by an academic unit within the school. For initial appointment recommendation with tenure the candidate, must, prior to appointment, undergo a tenure review by the Search Committee and the School of the Arts Promotion and Tenure Committee which shall convene for this purpose. This review shall be conducted using the appropriate departmental and school guidelines. The School of the Arts Promotion and Tenure Committee shall promptly submit its recommendation to the dean, along with the recommendation of the Search Committee.</p> <p><b>3.2 Probationary (tenure-eligible) Appointments</b>  Probationary appointments are granted to faculty members with suitable preparation and experience who are appointed in positions identified by the department and/or school as</p>	<p><b>3.2 Probationary (tenure-eligible) Appointments; current University and School policies</b></p>
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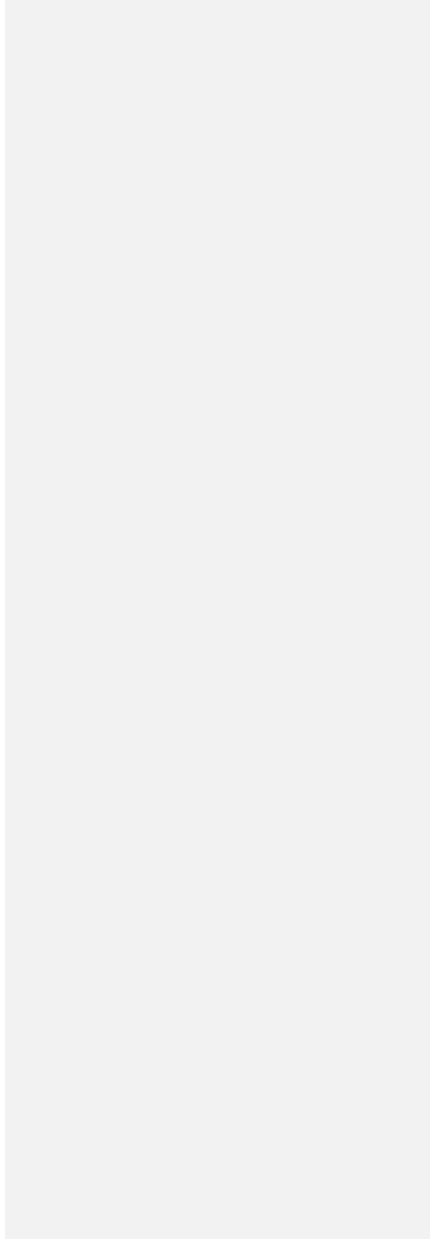


<p>identified by the department and/or school as appropriate for tenured faculty. The maximum period of probationary service for an assistant professor is typically six academic years. An initial appointment at the rank of professor or associate professor may also be probationary appointments. The maximum period of probationary service is typically two years as a professor and three years as an associate professor.</p>	<p>appropriate for tenured faculty. Tenure eligible status applies to faculty members who hold positions that have been approved by the dean and the appropriate department chair as tenurable positions. For positions outside a department, the dean shall make such determinations. Such individuals are considered to be serving probationary periods as defined by the university's promotion and tenure policies. Instructors are not eligible for tenure. Tenure may be held either at the school or departmental levels for the school's deans and directors.</p> <p>The maximum period of probationary service of an assistant professor is six academic years. At the end of this six-year period, the faculty member must be given an appointment with tenure or a one-year terminal appointment.</p>	
<p><b>3.2.1 Alterations of the Typical Probationary Period</b>  There are some situations where alterations of the typical probationary period are warranted and may be established at the time of the initial appointment by the mutual agreement between the faculty member and the department chair and/or dean. Following are situations where an altered probationary period is warranted and can be established:</p> <ul style="list-style-type: none"> <li>• Prior service at an academic institution at the rank of assistant professor or above warrants a reduced probationary</li> </ul>	<p><b>3.2.1 Alterations of the Typical Probationary Period</b>  An initial appointment at the rank of professor or associate professor may also be a probationary appointment. The maximum period of probationary service is two years as a professor and three years as an associate professor. At the end of these periods the faculty member must be given an appointment with tenure or a one-year terminal appointment.</p> <p>Any contractual conditions that would affect the promotion and tenure process shall be</p>	<p><b>3.2.1 Alterations of the Typical Probationary Period; current University and School policies</b></p>

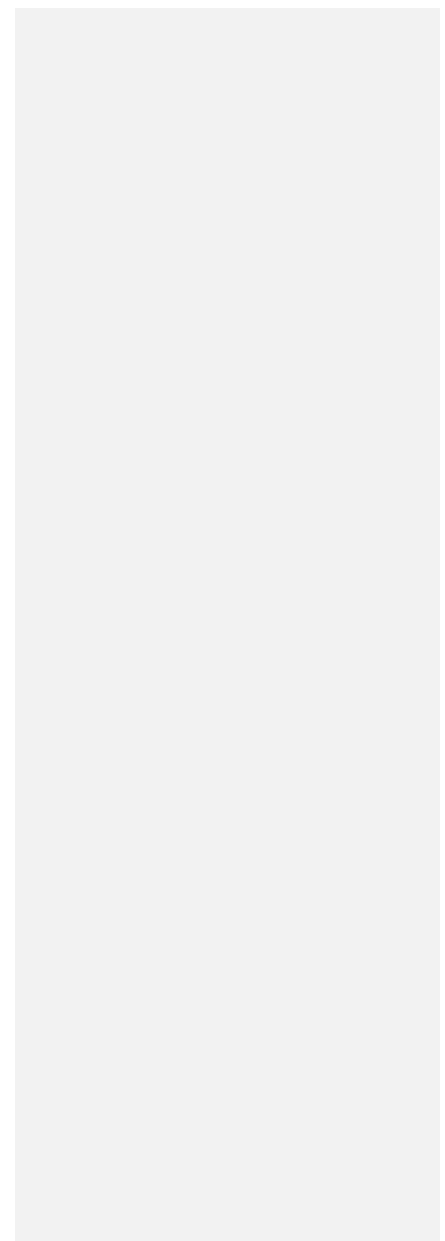


<ul style="list-style-type: none"> <li>• period.</li> <li>• Prior service in a discipline unrelated to the present appointment, with the approval of the provost warrants a reduced probationary period.</li> <li>• Prior service while a candidate for a doctoral or equivalent terminal degree at any institution warrants a reduced probationary period.</li> <li>• In exceptional cases, when the special nature of a faculty member's scholarship or special mix of duties warrants an extended probationary period of time to meet the general criteria for tenure.</li> </ul> <p>The agreed upon period of probationary service must be so noted in the notice of appointment. Faculty members reviewed for tenure before the end of their full probationary period shall not be subject to any extraordinary requirements and shall be required to meet the same standards required of them at the end of the full probationary period.</p> <p>In no case shall such an altered probationary period exceed 10 years for an assistant professor, five years for an associate professor and three years for a full professor. Any altered probationary period must receive approval from the provost for faculty on the Monroe Park campus or from the vice president for health sciences for faculty from the medical campus. Academic units must specify and clearly describe the situations for an altered probationary period in their unit</p>	<p>documented at the time of hiring and disclosed at all levels of review.</p> <p>With certain outstanding exceptions, (eg. track changes and expedited review), the period to be considered for the initial review shall be from the time of hiring. The period for subsequent reviews shall be from the last promotion. Activity prior to time of hire or last promotion indicates a sustained pattern of activity and accomplishment and may be considered.</p>	
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<p>P&amp;T document and apply the criteria for the alterations uniformly for all new faculty hires. At the end of this agreed upon probationary period, the faculty member must be given an appointment with tenure or a one-year terminal appointment.</p>	<p><b>3.2.1.1 Expedited Reviews</b>  Central to the School of the Arts is the recruitment and retention of a distinguished faculty who help fulfill the mission and the vision of the School of the Arts. Individuals may be considered and reviewed for promotion and tenure at the time of hire. As in all other reviews, appointment, promotion and tenure are based on the merit of the individual, consideration of comparable achievement in the faculty member's particular field, and the faculty member's value to the mission, needs and resources of the university. The criteria for evaluation shall consist of Appropriate Credentials and Experience, Continuing Scholarship and Professional Growth, Teaching and Service and must be rated as Excellent, Very Good, Satisfactory or Unsatisfactory.</p> <p>The search committee may function as the Peer Review Committee as will be determined by the dean or the dean's designee. As the candidate will not have a body of work at VCU, the candidate's activity and accomplishment to date will be evaluated in place of the traditional probationary period. Letters of support from distinguished practitioners in the candidate's field will be solicited and used in place of traditional</p>	<p><b>3.2.1.1 Expedited Reviews; current School policy</b></p>
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<p><b>3.2.2 Extensions of the Initially Agreed Upon Probationary Period</b>  A tenure-eligible faculty member may request an extension of the agreed upon probationary period when extenuating circumstances are projected to impede significantly normal progress. Such circumstances might include but are not limited to childbirth, adoption, care of terminally ill immediate relative, personal trauma, short-term disability as defined by the Virginia Sickness and Disability Program, natural disaster, major accidents, or other circumstances beyond the control of the candidate. Extensions may also be granted for public or appointed university service. Application for extensions must be made through the unit within one year of the onset of the extenuating circumstances.</p> <p>The faculty member’s prior annual reviews shall be considered in making the decision about the extension of the initial probationary period. In no case shall an extended probationary period be granted based solely on</p>	<p>external evaluations to document and verify the significance of the candidate’s credentials and the distinction of his or her accomplishments. The Peer Review Committee will conduct its evaluation using the same university and school guidelines used for all other candidates. That report will then be forwarded to the School of the Arts Promotion and Tenure Committee for review.</p> <p><b>3.2.2 Extensions of the Initially Agreed Upon Probationary Period</b>  A tenure-eligible faculty member may request an extension of the agreed upon probationary period when extenuating circumstances are projected to impede significantly normal progress. Such circumstances might include but are not limited to childbirth, adoption, care of terminally ill immediate relative, personal trauma, short-term disability as defined by the Virginia Sickness and Disability Program, natural disaster, major accidents, or other circumstances beyond the control of the candidate. Extensions may also be granted for public or appointed university service. Application for extension must be made through the school within one year of the onset of the extenuating circumstances.</p>	<p><b>3.2.2 Extensions of the Initially Agreed Upon Probationary Period; current University and School policies</b></p>
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<p>lack of progress toward work plan goals. Written approval of the extension by the dean and the provost on the Monroe Park campus or the vice president for health sciences is required. All extensions of the initial probationary period shall be entered in writing in the faculty member's personnel file. In no case shall such an extension of probationary period exceed 10 years for an assistant professor, five years for an associate professor and three years for a full professor exclusive of extensions for leave or extenuating circumstances described above.</p> <p><b>3.2.3 Evaluation of Probation for Tenure-Eligible Faculty</b>          Probationary appointments at the rank of assistant professor shall be reviewed periodically by the academic unit where personnel actions are initiated. The guidelines for each such unit shall specify how this review shall be conducted and the criteria to be used to evaluate progress toward tenure. The guidelines shall specify the frequency of the review(s), how the individual work plan developed in accordance with the Faculty Roles and Rewards Policy shall be incorporated into the review process, and how the candidate shall be informed regarding progress toward meeting the standards and criteria for tenure in that unit. The guidelines shall specify the voting rights of the faculty regarding continued probation, terminal reappointment, or a recommendation to grant tenure.</p>	<p><b>3.2.3 Evaluation of Probation for Tenure-Eligible Faculty</b>          A third year or interim review of tenure-eligible faculty will be held to assess the progress of the candidate and to discuss activities relative to their forthcoming review for promotion and tenure. The primary purpose of this review is to provide mentoring of the junior faculty by senior, tenured faculty.</p> <p>For a traditional candidate with a six-year probationary period, this process will begin in November of the candidate's third year of appointment. For other probationary periods, the review will begin no earlier than the halfway point of the candidate's probationary period. At this time the candidate will meet with the department Chair to review the mid-term review process, and to address the candidate's questions. During this meeting, the candidate can suggest specific members for the review committee.</p>	<p><b>3.2.3 Evaluation of Probation for Tenure-Eligible Faculty</b>          In the third year of the probationary period for a tenure-eligible faculty member whose initial appointment was at the rank of assistant professor, a review shall be conducted to evaluate progress towards promotion and tenure.</p> <p>Before the end of fall semester of the faculty member's third year, the department chair shall appoint a third-year review committee consisting of three of the department's tenured faculty members. By January 15 of that academic year, the faculty member being reviewed shall forward to the committee an up-to-date curriculum vitae following the approved School of the Arts promotion and tenure format, plus other materials that he or she deems useful as documentation of work completed or in progress. The faculty member should outline his or her research plan for the</p>
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<p>The departmental chair, the reviewing faculty of the department or the candidate may request a review for a recommendation to grant tenure. A faculty member may be reviewed for tenure once before the normal review occurring at the end of the probationary period. Faculty members reviewed for tenure before the end of their maximum probationary period shall not be subject to any extraordinary requirements and shall be required to meet the same standards required of them at the end of the maximum probationary period. A decision to terminate a probationary appointment may be made during any year of the probationary period and need not wait until the end of the normal probationary period.</p>	<p>By January 20th, the candidate will submit current curriculum vitae, class syllabi, and a record of support materials for the areas of Continuing Scholarship and Professional Growth, Teaching, and Service, as appropriate to the department. It is essential that the curriculum vitae contain verifiable documentation. The candidate will also provide a statement that outlines activities intended for the remaining three years before tenure review, in the areas of teaching, service and scholarship and professional growth, and may include a personal statement.</p> <p>The Chair will charge a committee of three tenured faculty members, which can include a tenured faculty member from a related department as appropriate. This committee will convene in February to review the candidate's materials.</p> <p>The committee will review the materials and meet with the candidate. This meeting will afford the opportunity to discuss the candidate's work, their understanding of the mission of the department, and to review the candidate's job description. The candidate should be prepared to ask questions relating to his progress. The committee should not make prescriptive comments or remarks that could be construed as promises. The committee may request additional materials, as needed, including peer evaluations and teaching evaluations, and should obtain first hand information in all areas whenever possible.</p>	<p>remainder of the probationary period as a part of a Narrative Statement at the end of the curriculum vitae. In addition to the curriculum vitae, the committee shall collect materials including but not limited to the following:</p> <ol style="list-style-type: none"> <li>a. individual work plans</li> <li>b. signed student evaluations of instruction</li> <li>c. signed evaluations by departmental faculty</li> </ol> <p>The committee may employ other means of gathering information as needed, including direct observations of teaching.</p> <p>The committee shall conduct an examination of the faculty member's progress toward meeting the criteria for promotion and tenure as stated in the school's <i>Faculty Promotion and Tenure Policies and Procedures</i> and in this document, and shall prepare and deliver a written report on its findings to the department chair by April 30. Confidentiality shall be maintained throughout the committee's review. The committee's report shall address separately the criteria of Appropriate Credentials and Experience, Continuing Scholarship and Professional Growth, Teaching, and Service, with particular attention to any specific areas of deficiency that may exist. The committee's report and recommendation either for continuing probation or for termination shall then be forwarded to all the tenured faculty in the department who will vote for or against the recommendation.</p>
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<p><b>3.2.4 Linkage</b> Tenure-eligible assistant professors shall be reviewed in one process, with both promotion and tenure awarded or denied in a single decision.</p> <p>Tenure-eligible associate professors may be reviewed for tenure alone or for promotion and tenure simultaneously. A decision to deny a promotion does not preclude a decision to award tenure.</p> <p><b>3.3 Transition between Tenure Track Positions and Term Appointments.</b> A tenure-eligible faculty member on a probationary appointment may transfer to a term appointment with the concurrence of the</p>	<p>The committee will prepare a final report that is submitted to the department Chair and to the candidate no later than April 30. The Chair will use the committee report to advise the candidate.</p> <p>The committee report remains in the department as part of the candidate's permanent file.</p> <p>A decision to terminate a probationary appointment may be made during any year of the probationary period and need not wait until the end of the normal probationary period.</p> <p><b>3.2.4 Linkage; current University policy</b></p>	<p>The department chair shall use the review committee's report to counsel the faculty member regarding his or her progress.</p> <p><b>3.2.3.1 Probationary Review</b></p> <p><b>3.2.4 Linkage; current University policy</b></p>
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provost or the vice president for health sciences, dean, departmental chair where the academic personnel action is initiated, and the individual concerned. This transfer suspends the period of probationary service, but the faculty member retains rights consistent with other term appointment guidelines. Transfers from term appointment to tenure track position must follow the VCU Guidelines for Faculty Transfers (see VCU Guidelines for Faculty Track Transfers). All policies outlined in this document apply to tenure track positions that transfer from term appointments.

**3.4 Continuing Review of Faculty**

All tenured and term (non-tenure) faculty members shall be evaluated annually using criteria established in the guidelines of the school and/or department. Faculty members with term (non-tenure) appointments also shall be evaluated taking into consideration the special duties assigned to the individual faculty member's term appointment. The guidelines for all evaluations shall be consistent with and fully incorporate the guidelines in the Faculty Roles and Rewards Policy.

**3.4 Continuing Review of Faculty**

The School of the Arts annual review policy and process includes not only an evaluation process near the close of the academic year, but also an opportunity for faculty members to establish future goals which are agreed upon with the department chair in accordance with the Faculty Roles and Rewards policy. Individual faculty and chair determine in writing the type and kind of individual emphasis to be placed upon the areas of Continuing Scholarship and Professional Growth, Teaching, and Service. However, it is understood that individual goal setting and evaluation does not preclude the quality expectations of teaching and service contributions of faculty.

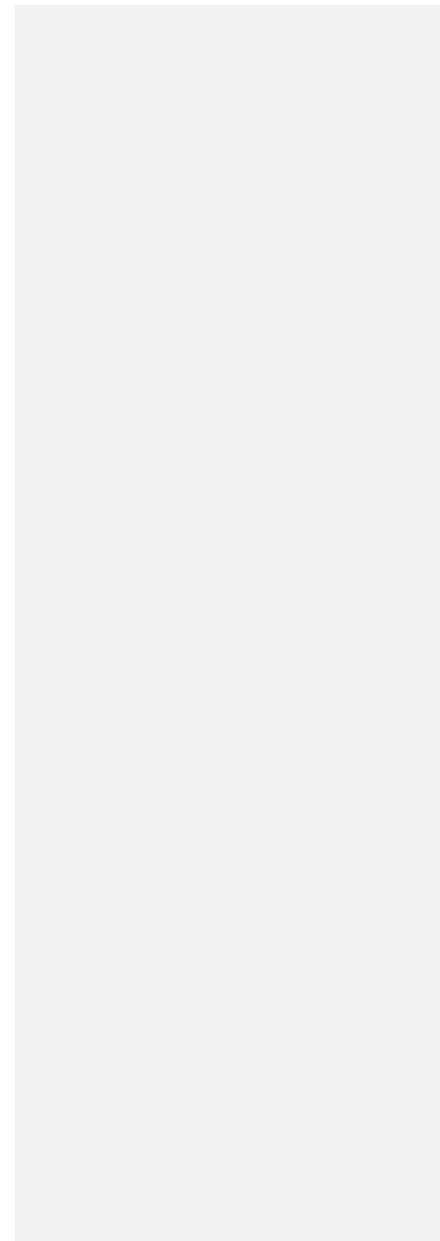
**3.4 Continuing Review of Faculty**

Continuing faculty review is an integral part of the promotion and tenure process. Faculty members in the Department of Craft/Material Studies are evaluated annually in keeping with the school's *Faculty Promotion and Tenure Policies and Procedures* and the university's *Faculty Roles and Rewards Policy*. At the beginning of each academic year, each faculty member develops an Individual Work Plan with assistance of the department chair. Once the Individual Work Plan is approved and signed by the department chair, it becomes part of the faculty member's permanent file. The Individual Work Plan allows the faculty member flexibility in distributing effort among traditional work categories, while still providing for collective support of department, school, and university missions. For tenure-track faculty, the Individual Work Plan must be consistent with department, school, and university expectations for promotion and

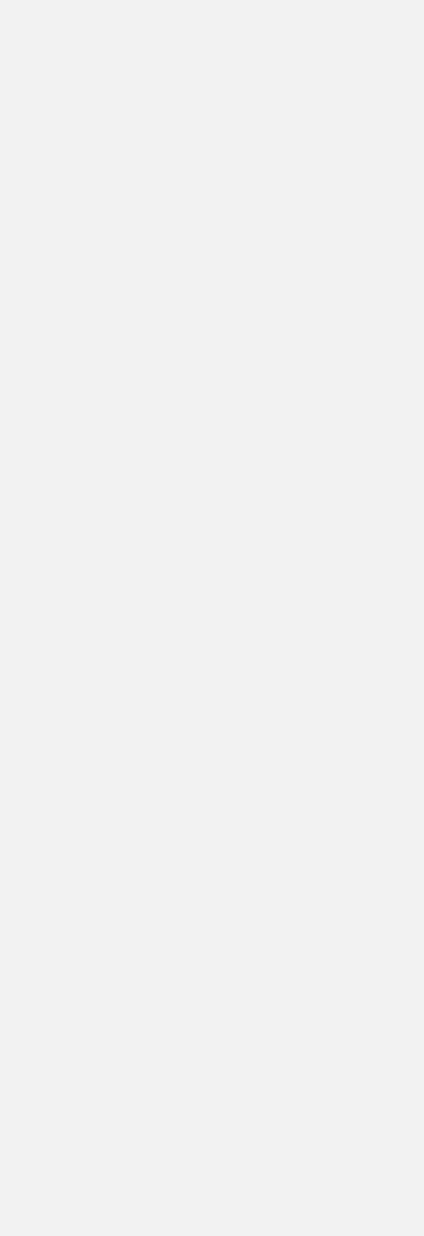
<p><b>3.5 Honorary Titles</b> The president and/or board of visitors may designate the rank of university professor, commonwealth professor, or emeritus professor as deemed appropriate. The voting privileges of faculty holding honorary titles shall be specified in the guidelines of the units where they are appointed.</p>	<p><b>3.5 Honorary Titles; current University policy</b></p> <p><b>3.6 Administrative Titles; current</b></p>	<p>tenure.</p> <p>The Individual Work Plan serves as the basis for evaluation of the faculty member's work for a given academic year. Evaluation of a faculty member's performance in relation to the Individual Work Plan shall take into consideration not only the faculty member's accomplishments, but also the weight assigned each work category by the Work Plan.</p> <p>Both qualitative and quantitative factors shall be considered in evaluating faculty work. Specific criteria for evaluating Teaching, Continuing Scholarship and Professional Growth, and Service as a part of the annual review process are the same as those stated in the <b>GENERAL CRITERIA</b> sections of this document and the school's <i>Faculty Promotion and Tenure Policies and Procedures</i>. The annual evaluation is presented in writing and provides a rating of excellent, very good, satisfactory, or unsatisfactory in each work category and also as a summary rating.</p> <p><b>3.5 Honorary Titles; current University policy</b></p> <p><b>3.6 Administrative Titles; current</b></p>
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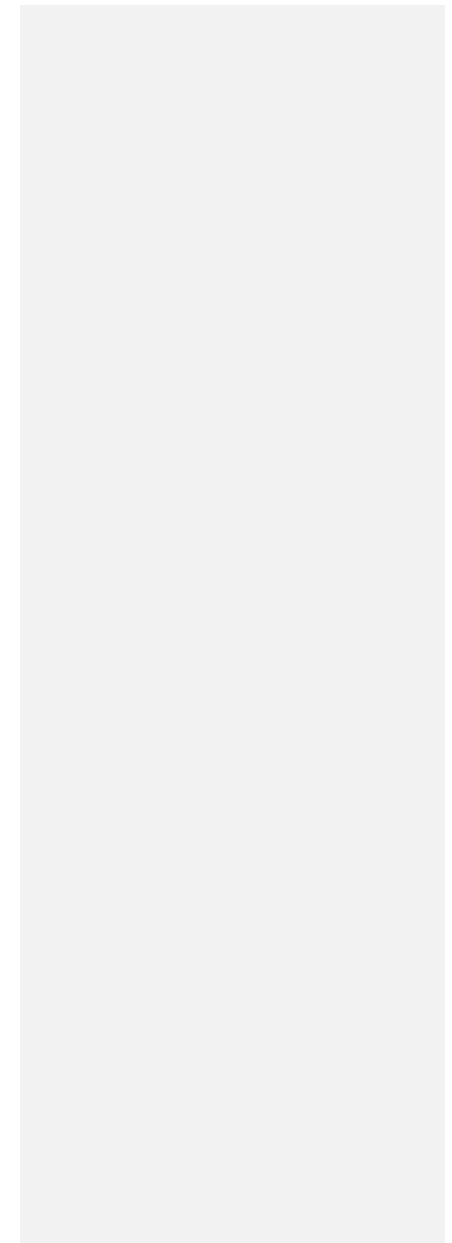
<p><b>3.6 Administrative Titles</b>  Faculty members may be assigned administrative titles designating administrative responsibilities held in addition to any tenured/tenure-eligible or term (non-tenure) faculty rank concurrently held. Administrative titles and compensation for administrative responsibilities are held independent of any concurrently held faculty rank. Periodic reviews of a faculty member's performance as an administrator are separate and independent of academic reviews conducted for faculty promotion and/or tenure under this document. Administrative titles and responsibilities are held for specific terms or at the discretion of a superior administrative officer. Removal from an administrative position does not impair any rights the administrator held as a faculty member. It is not possible for an administrator to hold tenure in an administrative title, but administrators may earn and hold tenure under concurrently held faculty titles.</p> <p><b>3.7 Notice of Appointments</b>  Every faculty appointment or change of status shall be specified in a written notice of appointment issued by or on behalf of the president and/or board of visitors to the faculty member. The notice shall include the following information: rank, academic unit(s) in which the appointment is made, type of appointment (tenured, tenure eligible, term (non-tenure), or</p>	<p><b>University policy</b></p> <p><b>3.7 Notice of Appointments; current University policy</b></p>	<p><b>University policy</b></p> <p><b>3.7 Notice of Appointments; current University policy</b></p>
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<p>adjunct), period of appointment, whether it is part or full time, and salary. If it is a tenure eligible position, the notice of appointment shall also include the length of the probationary period and the tenure review date.</p> <p>Except for increases in rank or salary, and except for action expressly authorized by these regulations, changes in any of the items listed in 3.8 are not permitted during the term of an appointment except with the agreement of the faculty member and the board of visitors or its authorized delegate.</p> <p><b>3.8 Joint Appointments with Non-University Agencies</b>  A joint appointment for a faculty member with a non-university agency does not in any way fiscally obligate the university for salary or benefits supplied by the non-university agency in the event of a change in the relationship between the faculty member and the non-university agency or between the agency and the university.</p> <p>Joint appointments with a non-university agency shall require a letter of approval from the university and non-university administrative units involved in the appointment. Such letters shall specify the privileges granted to the faculty member by each unit and the responsibilities and obligations of the faculty member to that unit during the appointment.</p>	<p><b>3.8 Joint Appointments with Non-University Agencies; current University policy</b></p>	<p><b>3.8 Joint Appointments with Non-University Agencies; current University policy</b></p>
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<p><b>4.0 University Promotion and Tenure Policy Review Committee</b></p> <p><b>4.1 Committee Composition</b></p> <p>a. The University Promotion and Tenure Policy Review Committee shall consist of a minimum of one tenured faculty member from each school, none of whom hold administrative titles at the level of departmental chair or above. No school shall have more than three members serving on the committee at any given time.</p> <p>b. To fill a vacancy, the President of Virginia Commonwealth University shall appoint committee members from a list composed of three names jointly recommended by the President of the Faculty Senate and the dean of the school with the vacancy. The president shall designate the chair of the committee.</p> <p>c. The members of the committee shall serve staggered three-year terms. In case of vacancies the president shall make appointments to fill uncompleted terms. Persons who have served a complete three-year term are ineligible for reappointment for three years.</p> <p>d. Members of the University Promotion and Tenure Policy Review Committee shall not be eligible for concurrent service on a departmental or school promotion and tenure committee while serving on the University</p>		



Promotion and Tenure Policy Review Committee.

**4.2 Committee Duties**

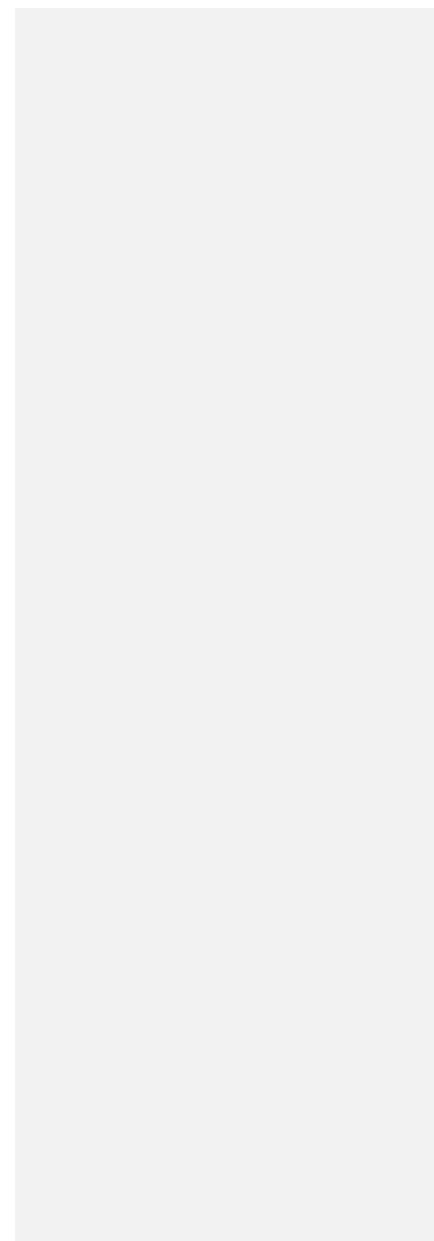
The Committee shall:

a. Formulate and, with the president's approval, issue such general instructions and schedules as may be necessary to coordinate the promotion and tenure process throughout the university.

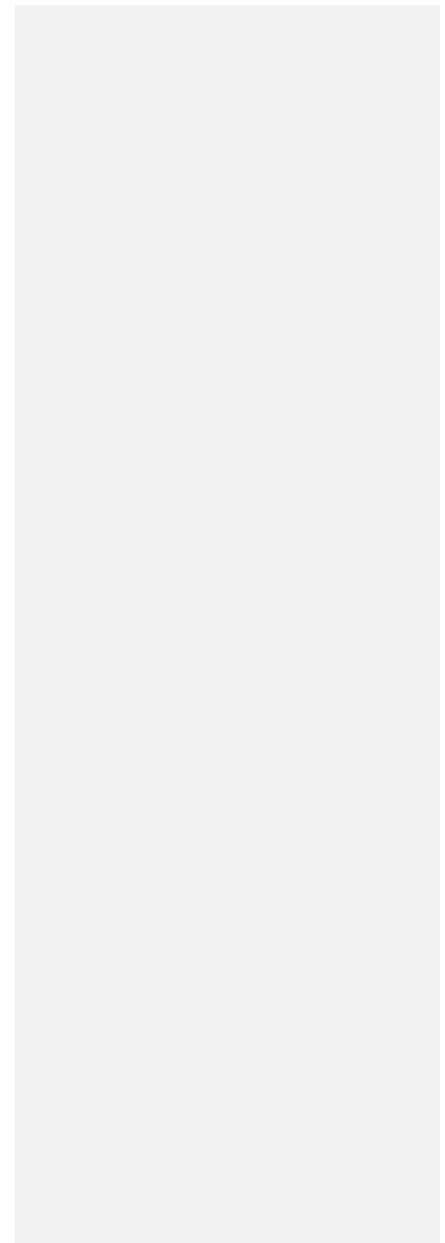
b. Receive the written guidelines for promotion and tenure from each unit where academic personnel actions are initiated and from all units that participate in the academic review process in that school. The University Promotion and Tenure Policy Review Committee shall review the guidelines for clarity and conformity with this document and either approve or propose modification of the guidelines.

c. Perform an in-depth review of all steps of the promotion and tenure process in each school every third year on a rotating basis. This review shall include at least one member of the Promotion and Tenure Policy Review Committee attending, as an observer, at least one meeting of each step of the review process in that school and examining a random sample of promotion and tenure files of faculty being reviewed. The review of the school shall also include a written notification to the faculty of the unit under review and invite oral or written comments regarding the application of the guidelines and/or procedures used in the school for appointment, promotion and tenure.

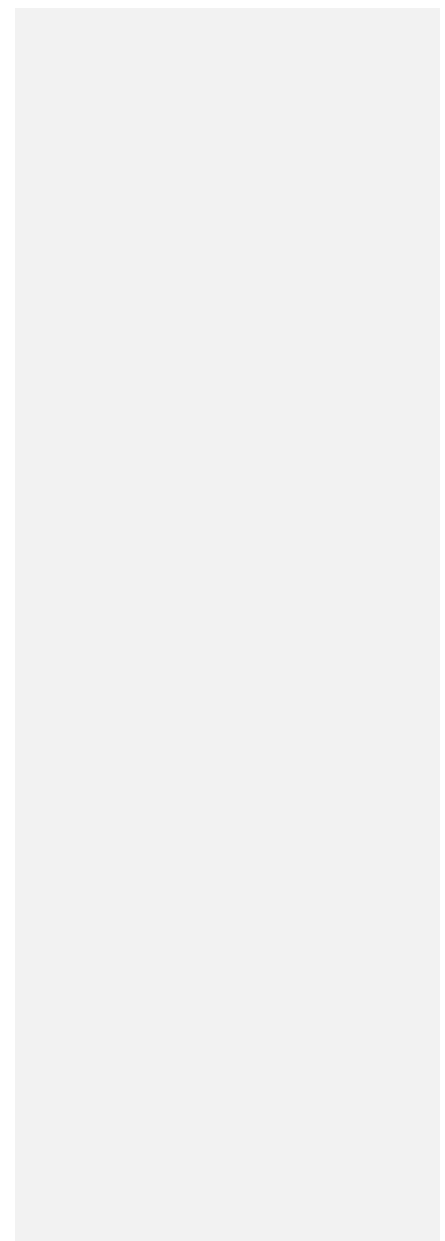
<p>The findings concerning the review of each school's promotion and tenure process shall be reported in writing to the president with copies both to the dean and to the promotion and tenure panel of that school.</p> <p>d. Report annually to the president and to the faculty on the operation of the promotion and tenure system, including the number of candidates and the outcomes of their candidacy.</p>		
<p><b>5.0 School Promotion and Tenure Committee</b></p> <p><b>5.1 Committee Election and Term of Office</b> Each school shall elect a school promotion and tenure committee as provided by the guidelines of the school. The school guidelines may allow the dean to appoint additional committee members following the election of the committee. Only full-time faculty members shall be eligible to vote.</p> <p>The committee shall consist of no fewer than three faculty members all of whom shall be tenured. None of the committee members shall hold an administrative title at the level of departmental chair or above.</p> <p>Members of the school promotion and tenure committee shall serve staggered three-year terms. Those who have served three consecutive years are ineligible to serve again for one year. In the event committee vacancies should occur, an interim election shall be held to fill the incomplete term. Each year the</p>	<p><b>5.0 School of the Arts Promotion and Tenure Committee</b></p> <p><b>5.1 Committee Election and Term of Office</b> Each department in the school elects one tenured faculty member to serve on the School of the Arts Promotion and Tenure Committee. Only full-time faculty members are eligible to vote. None of the members shall hold an administrative title of department chair or above.</p> <p>Members serve staggered three year terms. Individuals who have served three consecutive years are ineligible to serve again for one year. If a representative becomes a candidate for promotion, the representative must resign from the committee. Should vacancies occur, an election will be held to fill the incomplete term. This election will be held in the department from which the membership vacancy occurred. Annually a committee chair and a secretary will be elected by the committee from its membership.</p>	



committee shall elect a chairperson from its members.		
<p><b>6.0 University Appeal Committee</b></p> <p><b>6.1 Committee Composition</b></p> <p>a. The University Appeal Committee shall consist of at least one tenured faculty member from each school, none of whom hold administrative titles at the level of departmental chair or above. No school shall have more than three members serving on the committee at any given time.</p> <p>b. To fill a vacancy, the President of Virginia Commonwealth University shall appoint each committee member from a list composed of three names jointly recommended by the President of the Faculty Senate and the dean of that school with the current committee vacancy. The president shall designate the chair of the committee.</p> <p>c. The members of the committee shall serve staggered three-year terms. In case of vacancies the president shall make appointments to fill uncompleted terms. Persons who have served a complete three-year term are ineligible for reappointment for three years.</p> <p>d. Members of the University Appeal Committee shall not be eligible for concurrent service on a departmental or school promotion and tenure committee.</p> <p><b>6.2 Committee Duties</b></p>	<p><b>6.0 University Appeal Committee; current University policy</b></p> <p><b>6.1 Committee Composition; current University policy</b></p> <p><b>6.2 Committee Duties; current University</b></p>	



<p>The Committee shall review all faculty appeals as specified in 10.0 of this document. The University Appeal Committee shall hold hearings regarding any proposed dismissal for cause of a tenured faculty member as specified in 12.0 of this document.</p> <p><b>6.3 Committee Training</b> The Office of the Provost shall arrange training for newly appointed members of the Appeals Committee about the appeals process and procedure. Newly appointed members of the Appeals Committee are required to attend this training before participating in committee decisions.</p>	<p><b>policy</b></p> <p><b>6.3 Committee Training; current University policy</b></p>	
<p><b>7.0 Academic Review Procedures for Promotion and Tenure for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Members</b> Sections 7.1 to 7.1.3 - Apply only to those units where budgetary and signature authority for Personnel Action Forms has been delegated to the departments of a school. Sections 7.2 to 7.2.2 - Apply only to those units where budgetary and signature authority for Personnel Action Forms is retained at the school level.</p> <p><b>7.1 Promotion and Tenure Initiated at the Departmental Level</b></p>	<p><b>7.0 Academic Review Procedures for Promotion and Tenure for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Members; current University policy</b></p> <p><b>7.1 Promotion and Tenure Initiated at the Department Level</b></p>	<p><b>7.0 Academic Review Procedures for Promotion and Tenure for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Members</b> A departmental peer review committee appointed by the department chair conducts the initial review of candidates for tenure and/or promotion, in keeping with the school's <i>Faculty Promotion and Tenure Policies and Procedures</i>. Additional guidelines for peer review in the Department of Craft/Material Studies are as follows:</p> <p><b>7.1 Promotion and Tenure Initiated at the Department Level</b></p>

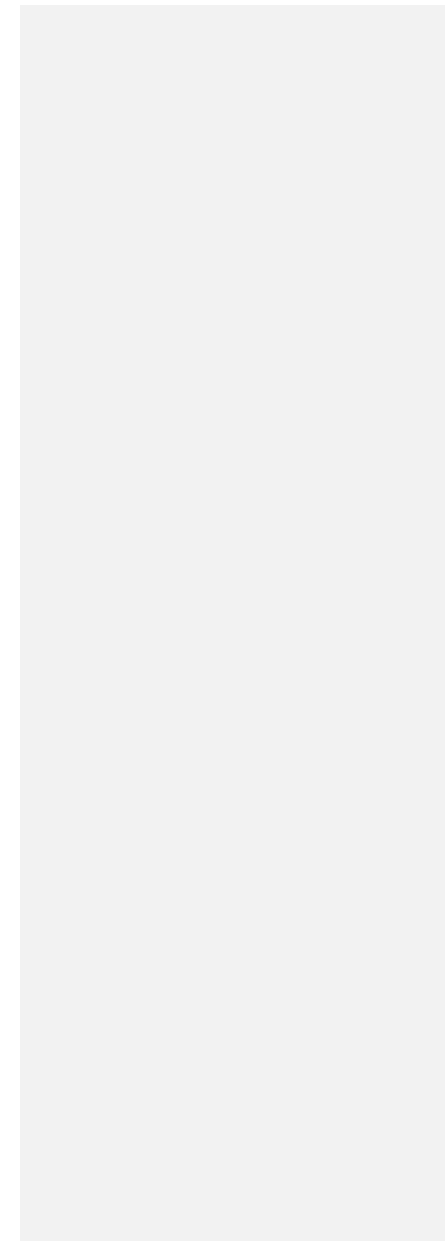


<p>Recommendations for promotion and tenure are initiated at the departmental level in those schools with departments having budgetary and signature authority for initiating Personnel Action Forms.</p> <p>In those units where recommendations for academic personnel actions are initiated at the departmental level, the review process begins at the department. The candidate, with the departmental chair, shall develop a file following the guidelines established by the department. The completed file shall be forwarded to the peer committee to conduct a substantive evaluation of the candidate's record and performance.</p>	<p>The department chair appoints a peer review committee with total faculty representation to consist of at least three tenured faculty, with a minimum of two tenured faculty from within the department, when possible, and at least one tenured faculty from outside the department. To complete the committee there must also be at least one student representative. The student member of the committee shall have full voting rights. The chair of the committee is appointed by the department chair. The department chair shall notify the candidate of the proposed peer review committee, and the candidate shall have the right to challenge any member of the committee for cause. Such challenges must be made in writing to the department chair within five working days following the date the candidate is notified of the committee composition.</p>	
<p><b>7.1.1 Peer Evaluation</b></p> <p>The department chair shall form a peer committee following procedures described in the departmental guidelines. For tenure and tenure-eligible faculty members, the peer committee shall be composed of tenured faculty only, with a majority from the department. There must also be at least one tenured faculty member from outside the department on the committee. For term (non-tenure) faculty members, the committee must have a majority of tenured faculty members, including at least one from outside the</p>	<p><b>7.1.1 Peer Evaluation</b></p> <p>The peer review committee shall conduct a substantive evaluation of the candidate's record and performance, including all accumulated student evaluations, individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations. Only the peer review committee shall solicit and receive external evaluations. Evaluations may be solicited from both persons suggested by the candidate and persons suggested by the committee. The file shall list all persons</p>	<p><b>7.1.1 Peer Evaluation</b></p> <p>Before the end of the previous academic year, the department chair shall notify the candidate of the deadline for submitting the curriculum vitae and supporting materials, and of the names of the peer review committee members. The candidate has the right to challenge any member of the committee for cause, following the procedure described in the school's <i>Faculty Promotion and Tenure Policies and Procedures</i></p> <p><b>Committee Membership:</b></p> <p>Appointed by the department chair, the peer review committee shall consist of three tenured faculty members from the Department of Craft/Material Studies, one tenured faculty</p>

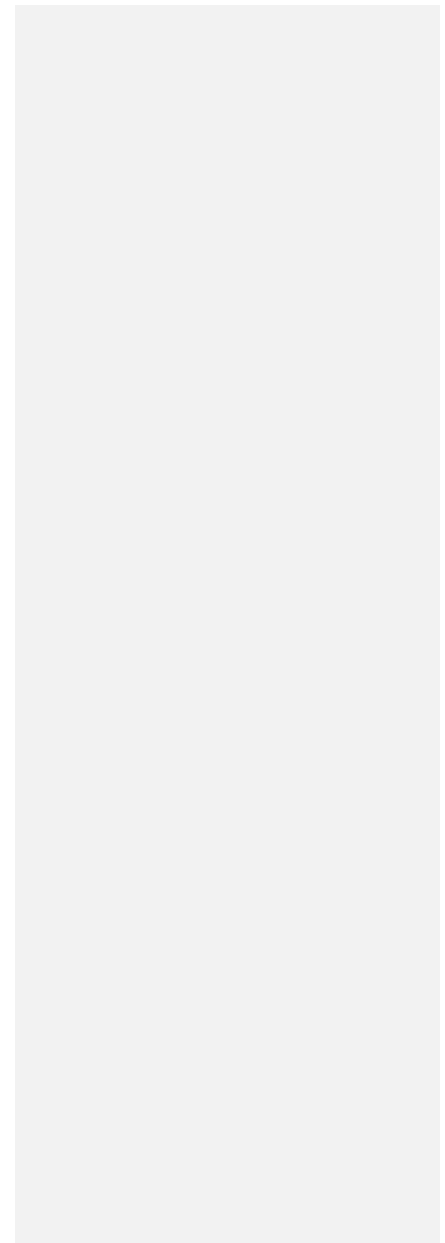


<p>department, and at least one term (non-tenure) faculty member.</p> <p>In the event that there is an inadequate number of tenured faculty from within a department to meet this criteria, or term (non-tenure) if applicable, school guidelines will specify the procedures to be followed.</p> <p>In addition, student representation is required on the peer committees for both tenure-eligible and term (non-tenure) appointed faculty members. The voting status for student members shall be specified in the departmental guidelines.</p> <p>The peer committee shall conduct a substantive evaluation of the candidate's record and performance, including individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations.</p>	<p>solicited for letters and identify each person as either named by the candidate or named by the committee. The committee shall state, in final reports, the qualifications of external evaluators and their positions within the profession. Each department's guidelines shall specify the details of the use of external evaluations in the unit's academic review process.</p> <p>Typically the period of review is from the time of hire or from the last promotion. Activity prior to this demonstrates a sustained pattern of activity and accomplishment and may be considered.</p> <p>The peer review committee shall add a written report to the candidate's file which shall include the numerical results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The peer review committee shall forward the file to the department chair.</p> <p>In the case of a department chair being recommended for tenure and/or promotion, the dean functions, in the process, in relation to the department chair the way the chair functions in relation to a faculty member. Thus, the dean should initiate the review process, form the peer review committee, notify the chair of the proposed committee, and review the chair according to the appropriate policies and procedures.</p>	<p>member from outside the School of the Arts and one student member who is majoring in the department but not currently enrolled in classes taught by the candidate. The department chair shall appoint the chairman of the peer review committee. All members of the committee shall have voting rights.</p> <p>The department chair then sends a letter of notification to the candidate and the members of the proposed peer review committee informing them of the names of the committee members and the deadline for the committee to submit its final report to the department chair. Members selected to serve on the peer review committee may ask to be disqualified if there are substantive reasons why they cannot serve. Notification must be given to the department chair in writing, within five working days after notification.</p> <p><b>Committee Process:</b> The department chair appoints the peer review committee chair and charges the committee with its responsibilities. At the first peer review committee meeting, the committee chair shall oversee the election of a secretary to record the minutes and document all committee proceedings. The committee chair reviews the candidate's materials, discusses the need for confidentiality, and develops a schedule of meetings and a timetable for the review process including assigning tasks and establishing deadlines. Meetings should be called regularly, a work schedule agreed upon and minutes kept.</p>
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	<p>The peer review committee shall conduct a substantive evaluation of the candidate's record and performance including curriculum vitae, visual documentation, all accumulated student evaluations, internal and external evaluations, and individualized work plans. Only the peer review committee shall solicit and receive external evaluations. Evaluations may be solicited from both persons suggested by the candidate and persons suggested by the committee.</p> <p>The committee may interview the candidate to gain a better understanding of the candidate's accomplishments and performance in each of the four areas of evaluation. The purpose of the interview is to obtain and substantiate relevant information. The candidate may request an interview with the committee for purposes of presenting his or her qualifications.</p> <p>The committee shall submit in writing a record of its findings including sub-committee and summary reports, a recommendation regarding promotion and/or tenure, the rationale for such recommendation, and the vote held by secret ballot. The peer review committee will forward the written report to the department chair.</p> <p><b>Candidate Materials:</b> The candidate must prepare a comprehensive portfolio which shall include materials documenting continuing scholarship and professional growth, teaching, and service. All materials should be professionally presented, with appropriate labeling, description, and chronology. These materials will include but</p>
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	<p><b>External Evaluation</b>  External evaluation shall be an integral part of the review process for tenure and for promotion in rank. Evaluators will be selected from a list compiled by the peer review committee, including names of potential evaluators recommended by the candidate. Each candidate shall have a minimum of three external evaluators. Each shall be carefully selected to insure that all areas of the</p>	<p>will not be limited to:</p> <ul style="list-style-type: none"> <li>• Up-to-date curriculum vitae in the school approved format</li> <li>• Personal statement (optional)</li> <li>• List of professional references and addresses (for teaching, continuing scholarship and professional growth, and service)</li> <li>• List of suggested external evaluators</li> <li>• Review materials for all external evaluators (see E.)</li> <li>• Annual individual work plans</li> <li>• Documentation of Continuing Scholarship and Professional Growth (to include examples of creative work, exhibitions, grants, commissions received, publications and reviews)</li> <li>• Documentation of Teaching (to include course information and responsibilities, syllabi, outlines, objectives, project statements, handouts, teaching aids, tests, examples of student work)</li> <li>• Documentation of Service</li> </ul> <p><b>External Evaluation</b>  External evaluation, as described in the school's <i>Faculty Promotion and Tenure Policies and Procedures</i>, is an integral part of the review process for tenure and promotion to Associate Professor or Professor. The candidate's continuing scholarship and professional growth and/or service will be evaluated independently by external evaluators. External evaluators must be recognized authorities in the candidate's field.</p>
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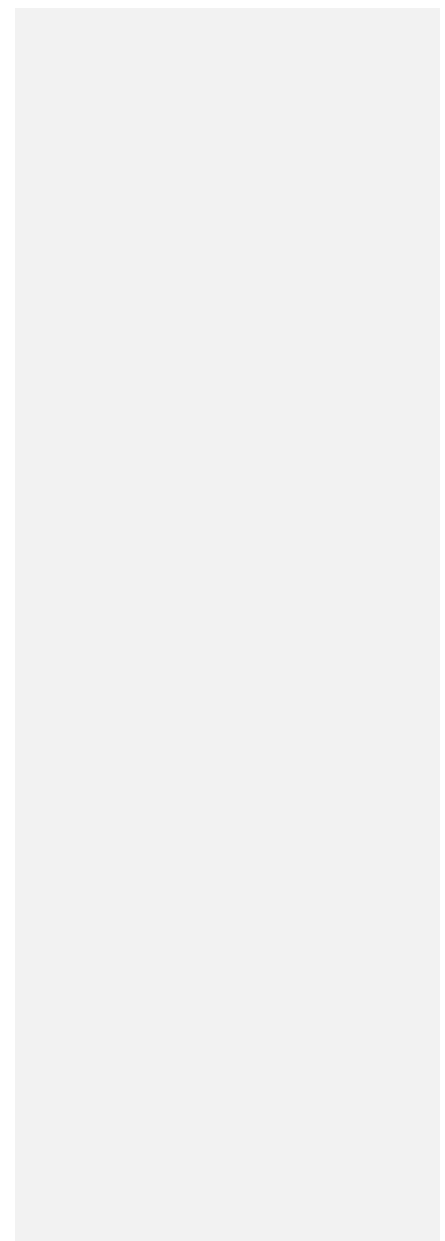


<p>Only the peer committee shall solicit and receive external evaluations. External reviewers must be individuals with expertise in the candidate's field or a related scholarly field, be from outside of VCU, and be an individual who can provide an independent review of the candidate's work. Persons who have co-authored publications, collaborated on research, or been institutional colleagues or academic mentors/advisors of the applicant normally should be excluded from consideration as outside evaluators.</p>	<p>candidate's expertise are examined by qualified reviewers. External reviewers must be individuals with expertise in the candidate's field or a related scholarly field, be from outside VCU, and be an individual who can provide an independent review of the candidate's work. External evaluators need not have the same academic rank for which the candidate is being considered. Persons who have co-authored publications, collaborated on research, or been institutional colleagues or academic mentors/advisors of the applicant should normally be excluded from consideration as outside evaluators. The peer review committee report shall list all individuals solicited for letters and identify each person as either named by the candidate or named by the committee, and identify the relationship of the external reviewer to the candidate. The external reviewer must describe the nature of his/her relationship with the candidate in the review letter.</p> <p>Only the peer review committee shall solicit and receive external evaluations. All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to the external reviewers when letters are solicited. All solicited letters must be included in the candidate's file. The committee and department chair shall state, in final reports, the qualifications of external evaluators and positions within the profession.</p>	<p>A minimum of three external evaluators will be selected by the peer review committee from a list of five or more names submitted by the candidate and a similar list prepared by the committee, with at least one name drawn from each list. Evaluators shall be selected for their distinguished achievements in the candidate's field or related field. If the external evaluator is an educator, their academic rank should be the same or higher than the candidate's rank. Once the candidate has been notified of the selection, the candidate has the right to object to the choice of an external evaluator by notifying the committee in writing, within five working days, of the reasons why an evaluator should be excluded. The committee shall consider any objection and select another evaluator if it considers the objection valid. Should the committee choose to retain the evaluator, the candidate's letter of objection shall be included in the committee's report. As specified in the school's <i>Faculty Promotion and Tenure Policies and Procedures</i>, the peer review committee and department chair shall summarize the qualifications of evaluators in their reports.</p> <p>The candidate's list of potential evaluators shall include names, addresses, telephone numbers, and a summary of each reviewer's expertise and association with the candidate. The candidate shall prepare separate packets of materials to be sent to each of the external evaluators. Each packet should include the candidate's curriculum vitae and documents pertinent to the evaluator's assessment of professional accomplishments. "Documentation" means examples of the candidate's work: e.g. digital portfolio,</p>
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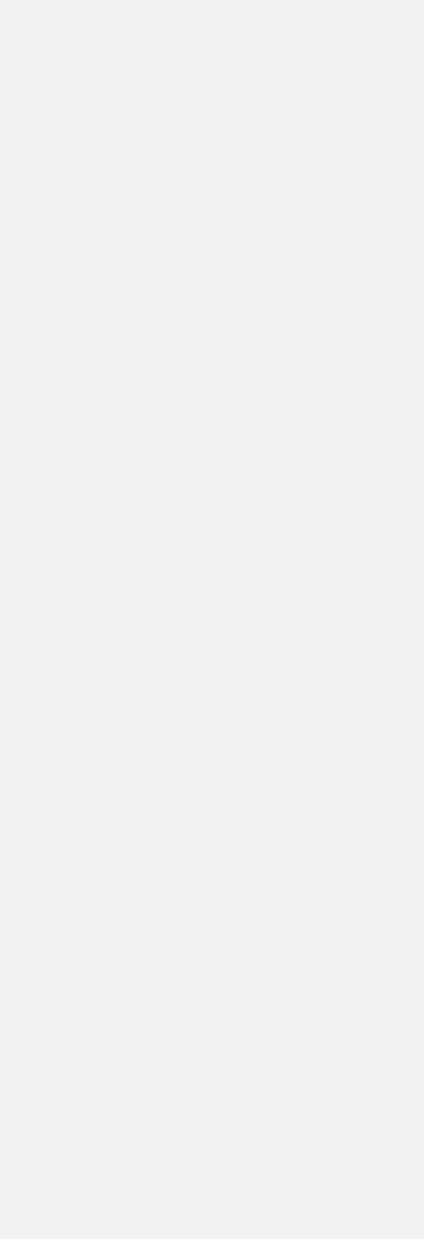
<p>Reviewers for external evaluations must be solicited both from persons suggested by the candidate and persons suggested by the committee. The file shall list all persons solicited for external review letters, identify each reviewer as either named by the candidate or named by the committee, and identify the relationship of the external reviewer to the candidate. The external evaluator must describe the nature of his/her relationship with the candidate in the review letter. A minimum of 3 external letters must be received for review. All solicited letters received must be included in the file. Each department's guidelines shall specify the details of the use of external evaluations in that unit's academic review process.</p> <p>All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to external reviewers when letters are solicited.</p> <p>The peer committee shall add a written report to the candidate's file which shall include the numerical results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The peer committee shall forward the file to the chair of the department.</p>	<p>Evaluators agreeing to review the candidate's qualifications shall be instructed to evaluate the candidate's work and performance in the areas of Continuing Scholarship and Professional Growth and/or Service against the criteria for excellence that have been established in the discipline. Evaluators are not to make recommendations for/or against promotion and tenure.</p> <p>In addition to the external evaluators, other external evaluation sources include reviews of books, exhibitions, and performances, inclusion in juried shows of professional significance, publication of professional papers and articles, and exhibition of work in galleries and museums with high curatorial standards. Such factors as the significance of exhibiting institutions, external evaluators' credentials, or publications carrying reviews may be used to establish a candidate's national recognition toward professorship.</p>	<p>photographs, articles, reviews, publications, etc. The deadline for submitting the list and the packets will be the same as that established by the School of the Arts for submission of other review materials.</p> <p>Prior to developing the final list of external evaluators, the peer review committee shall contact each to ascertain willingness to participate and to meet committee deadlines. The peer review committee chair then shall forward the packets to each evaluator along with a cover letter. In the case of promotion to professor, the external evaluators shall be asked to assess whether or not the candidate's work is of a quality equivalent to other work being presented on a national level.</p> <p>The final report must state the qualifications of external evaluators and their positions within the profession. The inclusion of the external evaluators' vitae is required.</p> <p><b>Peer Review Committee Final Report</b>  <b>The final report shall include the following:</b></p> <ul style="list-style-type: none"> <li>• Cover sheet with the final vote on it</li> <li>• Introduction</li> <li>• Summation of the review, evaluation of the candidate, and recommendation for promotion and/or tenure</li> <li>• Signature sheet with names and rank of committee members together with the recommendation and the numerical results of a secret ballot for or against promotion and/or tenure</li> </ul>
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<p><b>7.1.2 Department Chair</b> After receiving the file from the peer committee, the chair of the department shall review the file using the department guidelines</p>	<p><b>7.1.2 Department Chair</b> After receiving the file from the peer review committee, the department chair reviews the</p>	<ul style="list-style-type: none"> <li>• External evaluation <ul style="list-style-type: none"> <li>Credentials of external evaluators</li> <li>Evaluations of the candidate</li> <li>Committee summary</li> </ul> </li> <li>• Candidate's curriculum vitae</li> <li>• Department promotion and tenure guidelines</li> <li>• Peer review subcommittee reports <ul style="list-style-type: none"> <li>Appropriate Credentials and Experience</li> <li>Continuing Scholarship and Professional Growth</li> <li>Teaching</li> <li>Service</li> </ul> </li> <li>• Documentation of national recognition (if appropriate)</li> <li>• Approved minutes of all meetings</li> <li>• Appendices <ul style="list-style-type: none"> <li>Sample letters and/or evaluation forms sent out for assessment of candidate (external evaluators, students, university peers, professional associates, alumnae, and others)</li> </ul> </li> <li>• Responses to letters and forms</li> <li>• Student evaluation tabulation forms</li> <li>• Student evaluations for each semester of teaching</li> <li>• Candidate's support materials</li> <li>• Other pertinent material</li> </ul> <p><b>7.1.2 Department Chair; current University and School procedures</b></p>
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<p>as a reference, request supplementary material as needed, add a written recommendation and forward the recommendation, the file, and the peer committee report to the school promotion and tenure committee.</p> <p><b>7.1.3 School Promotion and Tenure Committee Evaluation</b> The school promotion and tenure committee shall receive the file from the chair of the department and review the file using the guidelines of the school as a reference. The committee shall review prior recommendations and enter a written report of its proceedings including the results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The file shall be forwarded to the dean of the school.</p> <p><b>7.2 Promotion and Tenure Initiated at the School Level</b> Recommendations for promotion and tenure are initiated at the school level in those schools having budgetary and signature authority for initiating Personnel Action Forms.</p> <p>In those units where recommendations for promotion and tenure are initiated at the school level, the review process begins at the</p>	<p>file using departmental policies and procedures as a reference, requests supplementary material as needed, states the qualifications of external evaluators and their positions within the profession, adds a written recommendation and forwards the recommendation, the file, and the peer review committee report to the school promotion and tenure committee.</p> <p><b>7.1.3 School of the Arts Promotion and Tenure Committee Evaluation</b> The chair of the School of the Arts Promotion and Tenure Committee receives the file from the department chair, and the school committee reviews the file using the guidelines of the School of the Arts as a reference. The school committee reviews prior recommendations and enters a written report of its proceedings including the results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The complete file is forwarded to the Dean of the School of the Arts.</p> <p><b>7.2 Promotion and Tenure Initiated at the School Level; current University policy</b></p>	
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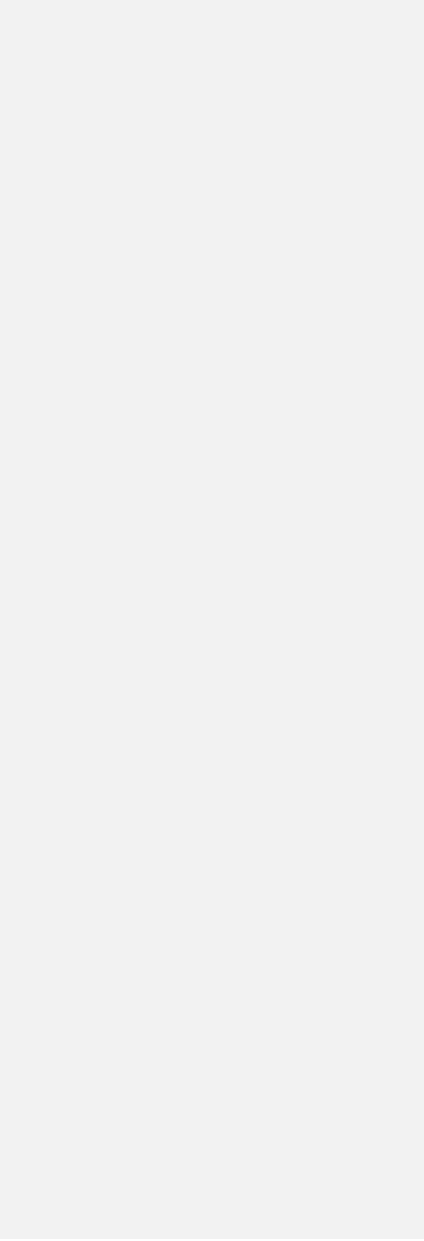


<p>school level. The candidate, with the dean, shall develop a file following the guidelines established by the school. The completed file shall be forwarded to the peer committee to conduct a substantive evaluation of the candidate's record and performance.</p> <p><b>7.2.1 Peer Evaluation</b> When applications for promotion and tenure are initiated at the school level, the school promotion and tenure committee shall form a peer review committee following procedures described in the school's guidelines. School guidelines shall specify whether the peer committee is the same as the school committee or whether someone can serve on both the school and peer committee. For tenure-eligible faculty members, the peer committee shall be composed of tenured faculty only, with a majority from the department. There must also be at least one tenured faculty member from outside the department on the committee. For term (non-tenure) faculty member, the committee must have a majority of tenured faculty members, including at least one from outside the department, and at least one term (non-tenure) faculty member.</p> <p>In the event that there are an inadequate number of tenured faculty members from within a department to meet these criteria, or term (non-tenure) faculty members if applicable, school guidelines will specify the procedures to be followed.</p>	<p><b>7.2.1 Peer Evaluation of School Level Tenure-eligible or Term Faculty</b> For school level Tenure-eligible or Term faculty promotions, the candidate with the dean shall develop a file following school guidelines. The dean shall appoint a sub-committee of three members of the School of the Arts Promotion and Tenure Committee as the peer review committee. The dean shall also appoint one School of the Arts student and one tenured faculty member from outside the school to be members of the peer review committee.</p> <p>The school committee shall notify the candidate of the composition of the peer review committee, and the candidate shall have the right to challenge any member of the peer review committee for cause. Such challenges must be made in writing to the school committee within five (5) working days following the date the candidate is notified of the composition of the peer review committee.</p>	
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<p>In addition, student representation is required on the peer committees for both tenure-eligible and term (non-tenure) appointed faculty members. The voting status for student members shall be specified in the departmental guidelines.</p> <p>The peer review committee shall conduct a substantive evaluation of the candidate's record and performance, including individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations. Only the peer committee shall solicit and receive external evaluations. External reviewers must be individuals with expertise in the candidate's field or a related scholarly field, be from outside of VCU, and be an individual who can provide an independent review of the candidate's work. Persons who have co-authored publications, collaborated on research, or been institutional colleagues, or academic mentors/advisors of the applicant normally should be excluded from consideration as outside evaluators.</p> <p>Reviewers for external evaluations must be solicited both from persons suggested by the candidate and persons suggested by the committee. The file shall list all persons solicited for external review letters, identify each reviewer as either named by the candidate or named by the committee, and identify the relationship of the external</p>	<p>The peer review committee shall conduct a substantive evaluation of the candidate's record, including accumulated student evaluations, individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations. Only the peer review committee shall solicit and receive external evaluations. Evaluations may be solicited from both persons suggested by the candidate and persons suggested by the committee. The file shall list all persons solicited for letters and identify each person as either named by the candidate or named by the committee. External evaluation for school level collateral positions shall be the same as for tenurable faculty, except that the committee and the dean shall state in final reports, the qualifications of external evaluators and their positions within the profession.</p> <p>The peer review committee shall add a written report of its proceedings to the candidate's file which shall include the numerical results of a secret ballot for or against recommending promotion personnel actions and the rationale for the recommendation. The peer review</p>	
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<p>reviewer to the candidate. The external evaluator must describe the nature of his/her relationship with the candidate in the review letter. A minimum of 3 external letters must be received for review. All solicited letters received must be included in the file. Each department's guidelines shall specify the details of the use of external evaluations in that unit's academic review process.</p> <p>All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to external reviewers when letters are solicited. The peer committee shall add a written report to the candidate's file which shall include the numerical results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The peer committee shall forward the file to the chair of the department.</p> <p><b>7.2.2 School Promotion and Tenure Committee Evaluation</b> The school promotion and tenure committee shall receive the file from the peer committee and review the file using the guidelines of the school as a reference. The committee shall review all prior recommendations and enter a written report of its proceedings including the numerical results of a secret vote for or against recommending promotion and/or tenure and the rationale for the recommendation. The file shall be forwarded to the dean.</p>	<p>committee shall forward the file to the School of the Arts Promotion and Tenure Committee.</p> <p><b>7.2.2 School Promotion and Tenure Committee Evaluation</b> The school committee reviews the file using the policies and procedures of the School of the Arts as a reference. The school committee reviews prior recommendations and enters a written report of its proceedings including the results of a secret ballot for or against recommending promotion and or tenure and the rationale for the recommendation. The complete file is forwarded to the Dean of the School of the Arts.</p>	
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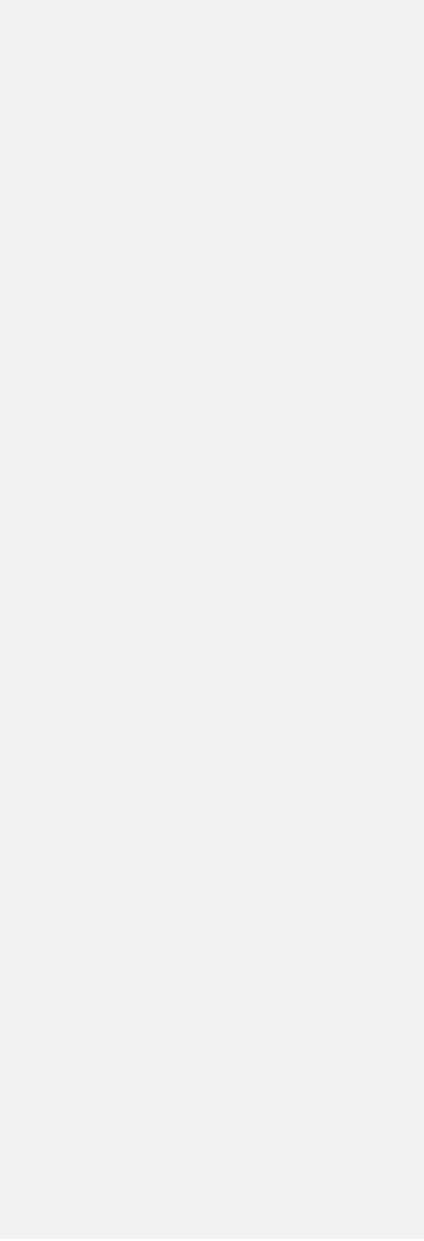
<p><b>8.0 Administrative Review Procedures for Academic Personnel Actions</b></p> <p><b>8.1 The Dean</b>  After receiving a file, the dean shall review the file and add a recommendation addressing the fiscal and programmatic impact of the proposed academic personnel action on the school and forward the original file to the provost or vice president for health sciences. A copy of the file, complete with all recommendations, but excluding the letters from the external reviewers, shall be given to the candidate.</p> <p>If the recommendation is not supported by either the peer review committee, the chair of the department, or the school promotion and tenure committee, then the dean has the option of returning the file, no more than once, to those review bodies that did not support the proposed personnel action and request reconsideration.</p> <p>When promotion and/or tenure is not recommended, the dean shall inform the candidate of this decision. At this time the dean shall also give the candidate a copy of the file, without the letters from the external reviewers unless disclosure of these letters is</p>	<p><b>8.0 Administrative Review Procedures for Academic Personnel Actions</b></p> <p><b>8.1 The Dean</b>  After receiving a file, the dean reviews the file and adds a recommendation addressing the fiscal and programmatic impact of the proposed academic personnel action on the school. Addressing programmatic impact will at least involve a review of the substantive case being made for tenure or promotion, and may further include other programmatic issues such as the long-term direction of the program, the role of the faculty member in realizing the mission of the department, and the faculty member's competence in fulfilling this role. The dean forwards the original file to the vice president for academic affairs. A copy of the file, complete with all reviews and recommendations, is given to the candidate.</p> <p>If the recommendation is not supported by either the peer review committee, the chair of the department or the school promotion and tenure committee, then the dean has the option of returning the file, no more than once, to those review bodies that did not support the proposed personnel action and request reconsideration.</p> <p>When promotion and/or tenure is not recommended, the dean informs the candidate of this decision. At this time the dean also gives the candidate a copy of the file, complete with all reviews and recommendations and notifies the candidate of</p>	
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**Comment [1]:** THIS IS AN INCONSISTENCY BETWEEN THE UNI DOC AND THE SOTA DOC.

<p><b>required by law</b>, and notify the candidate of the right to add a written statement to be included in the file. The candidate has 10 working days after notification by the dean to add a statement to the file.</p> <p>The dean shall forward the original file, containing the candidate's written response and all recommendations and letters to the appropriate vice president.</p> <p><b>8.2 The Provost and the Vice President for Health Sciences</b>  Either the provost or the vice president for health sciences shall receive and review files and add a recommendation addressing the University fiscal and long range planning impact of the proposed academic personnel action.</p> <p>If the administrative review of the provost or vice-president for health sciences supports promotion and/or tenure, the provost or the vice-president for health sciences shall forward the original complete file to the president with that recommendation.</p> <p>If the administrative review of the provost or the vice-president for health sciences does not support promotion and/or tenure, the provost or the vice-president for health sciences shall inform the candidate of the decision in writing and notify the candidate of his or her right to appeal to the University Appeal Committee. The candidate has 15 working days from</p>	<p>the right to add a written statement to be included in the file. The candidate has ten (10) working days after notifications by the dean to add a statement to the file.</p> <p>The dean forwards the original file, containing the candidate's written response and all recommendations and letters to the vice-president for academic affairs.</p> <p><b>8.2 The Vice President</b>  The vice president for academic affairs shall receive and review files and add a recommendation addressing the University fiscal and long range planning impact of the proposed academic personnel action.</p> <p>If the administrative review of the vice-president supports promotion and/or tenure, the vice president shall forward the original complete file to the president with that recommendation.</p> <p>If the administrative review of the vice president does not support promotion and/or tenure, the vice-president shall inform the candidate of the decision in writing and notify the candidate of his or her right to appeal to the University Appeal Committee. The candidate has fifteen working days from notification to appeal the decision of the vice-president. The candidate initiates an appeal by sending a letter to the University Appeal Committee indicating where and how he/she</p>	
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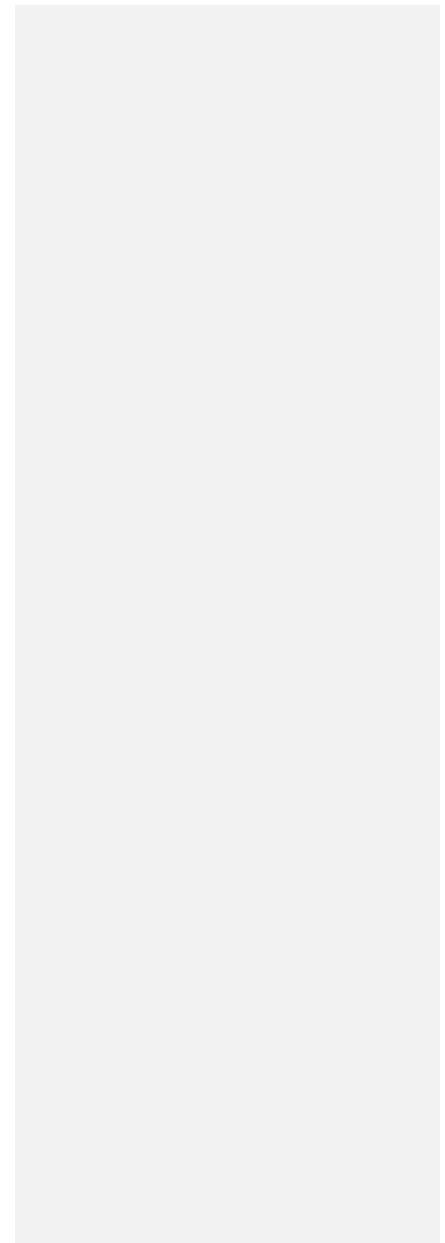
<p>notification to appeal the decision of the provost or the vice-president for health sciences. The candidate initiates an appeal by sending a letter to the University Appeal Committee indicating where and how he/she believes the review process has erred.</p>	<p>believes the review process has erred.</p>	
<p><b>9.0 Appeal Process</b></p> <p><b>9.1 Grounds for Appeal</b> A decision to deny tenure and/or promotion may be appealed by the candidate only on the following grounds:</p> <ol style="list-style-type: none"> <li>1. The proper procedures, as specified in this document, School/Unit Guidelines, and Department Guidelines were not followed.</li> <li>2. Factually incorrect information was provided by someone other than the candidate, and utilized in the peer review or administrative review process.</li> <li>3. Inadequate consideration of unit criteria or use of impermissible criteria.</li> </ol> <p><b>9.2 Appeal Process</b> The University Appeal Committee shall receive all appeals. The candidate must provide a written request to appeal a decision to deny tenure and/or promotion to the chair of the Appeal Committee. The request must specify how proper procedures were not followed, and/or the information that is factually incorrect and/or inadequate consideration of unit criteria or use of</p>	<p><b>9.0 Appeal Process</b></p> <p><b>9.1 Grounds for Appeal; current University procedures</b></p> <p><b>9.2 Appeal Process</b> The University Appeal Committee shall receive all appeals. The candidate must provide a written request to appeal a decision to deny tenure and/or promotion to the chair of the Appeal Committee. The request must specify how proper procedures were not followed, and/or the information that is factually incorrect, and/or inadequate consideration of the unit criteria or use of</p>	<p><b>9.0 Appeal Process</b></p> <p><b>9.1 Grounds for Appeal; current University procedures</b></p> <p><b>9.2 Appeal Process; current University and School procedures</b></p>

<p>impermissible criteria. The Appeal Committee will review the documents in question and decide if grounds for an appeal exist.</p> <p>If the Appeal Committee decides that adequate grounds for an appeal exist, then it shall contact those review bodies identified in the denial and extend to them the opportunity to respond to the appeal in writing and/or at a scheduled meeting of the Appeal Committee. The Appeal Committee should provide a copy of the appeal to the review bodies and request a written response to the appeal and/or extend an opportunity to attend the hearing to respond to the appeal.</p> <p>The candidate shall have the right to address the Appeal Committee at a time convenient for both the candidate and the committee members. Such presentations shall be limited in scope to the specific grounds for appeal alleged in the written appeal request. New subject areas not addressed in the appeal may not be introduced. The candidate may be accompanied by one nonparticipating advisor.</p> <p>The candidate may suggest to the Appeal Committee the names of additional witnesses to speak at the hearing. The Appeal Committee may decide that it needs limited additional information or testimony and may call appropriate witnesses for a hearing or contact those individuals or review bodies identified in the denial for additional information. It shall confine any such hearings to those questions</p>	<p>impermissible criteria. The Appeal Committee will review the documents in question and decide if grounds for an appeal exist.</p> <p>If the committee decides that adequate grounds for an appeal exist, then it shall contact those review bodies identified in the denial and extend to them the opportunity to respond to the appeal in writing and/or at a scheduled meeting of the Appeal Committee. The Appeal Committee should provide a copy of the appeal to the review bodies and request a written response to the appeal. The candidate may attend all open meetings of the Appeal Committee and may be accompanied by one nonparticipating advisor. The candidate shall receive the right to address the Appeal Committee at a time convenient for both the candidate and the committee members. Such presentations shall be limited in scope to the specific errors in procedure or judgment alleged in the written appeal request. New subject areas, not addressed in the appeal, may not be introduced.</p> <p>The candidate may suggest to the Appeal Committee the names of additional witnesses to speak at the hearing. The Appeal Committee may decide that it needs limited additional information of testimony and may call appropriate witnesses for a hearing or contact those individuals or review bodies identified in the denial for additional</p>	
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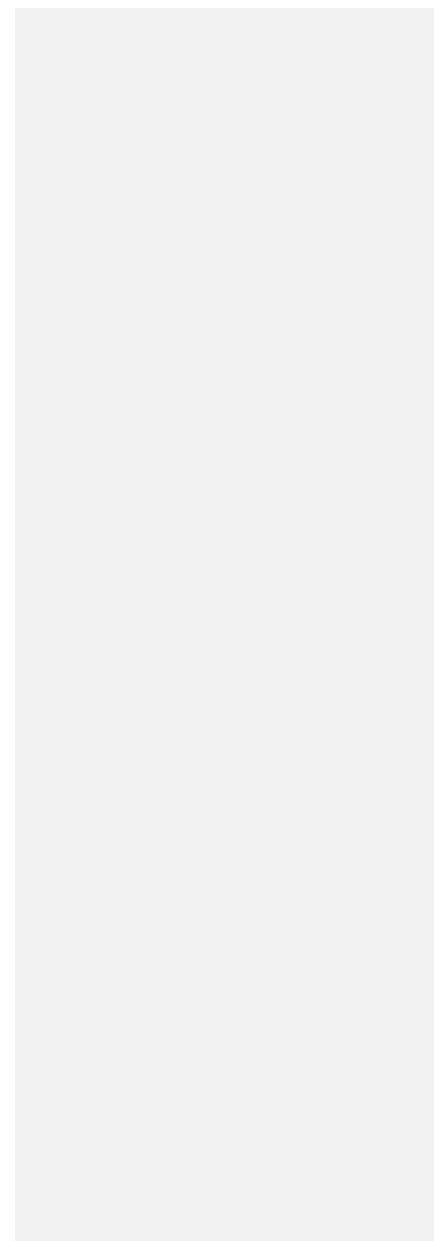
<p>or issues specified in the appeal.</p> <p>After reviewing the record and hearing testimony, the University Appeal Committee shall take one of the following actions:</p> <ul style="list-style-type: none"> <li>a. Vote to support the appellant. When the Appeal Committee votes to support the appellant, the Committee shall forward the file to the president with a letter describing their recommendation with copies to the appellant, the provost or vice-president for health sciences and the dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision.</li> <li>b. Vote to deny the appeal. When the Appeal Committee votes to deny any appeal, the Committee shall forward the file to the president with a letter describing their recommendation with copies to the appellant, the provost, the vice-president for health sciences and the dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision. In the event of a tie vote the appeal is considered denied.</li> <li>c. Decide that the candidate's file should be reconsidered at a prior level of review for remand to the dean for reconsideration and forward this recommendation to the president. The Appeal Committee may direct the</li> </ul>	<p>information. It shall confine any such hearings to those questions or issues specified in the appeal.</p> <p>After reviewing the record and hearing testimony, the University Appeal Committee shall take one of the following actions and shall forward its recommendation to the president.</p> <ul style="list-style-type: none"> <li>a. Vote to support the appellant. When the Appeal Committee votes to support the appellant, the committee shall forward the file to the president with a letter describing their recommendation with copies to the appellant, the vice-president and the dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision.</li> <li>b. Vote to deny the appeal. When the Appeal Committee votes to deny any appeal, the committee shall forward the file to the president with a letter describing the recommendation with copies to the appellant, the vice-president, and the dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision. In the event of a tie vote the appeal is considered denied.</li> <li>c. Decide that the candidate's file should be reconsidered at a prior level of review and remand it to the dean for reconsideration. The Appeal</li> </ul>	
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<p>formation of a new peer committee using the processes specified in section 7.1.1 or 7.2.1.</p> <p>When a new peer committee is ordered or when the addition or deletion of material has altered the file, the file shall go through all previous review steps including new internal letters from all review bodies. New material may be added to the file only by this option</p>	<p>Committee may direct the formation of a new peer review committee using the processes specified in section 7.11 or 7.1.21 of the VCU Faculty Promotion &amp; Tenure Policy and Procedures document.</p> <p>When a new peer review committee is ordered or when the addition or deletion of material has altered the file, the file shall go through all previous review steps including new internal letters from all review bodies. New material may be added to the file only by this option.</p>	
<p><b>10.0 The President and Board of Visitors</b></p> <p>The president is authorized to recommend faculty promotions and conferral of tenure to the board of visitors. Promotion and tenure of the faculty are made under the ultimate authority and with the final approval of the board of visitors (1.4).</p> <p>When the president does not support the recommendation of a faculty member for promotion and/or tenure, the president shall notify the board of visitors, the candidate, the provost or vice president for health sciences, and the dean of this decision in writing. If the president does not support a recommendation for promotion and/or tenure, no further appeal exists within the university.</p> <p>If the president recommends a faculty member for promotion and/or tenure to the board of visitors and the board does not support the recommendation, the president shall notify the</p>	<p><b>10.0 The President and Board of Visitors; current University policy</b></p>	

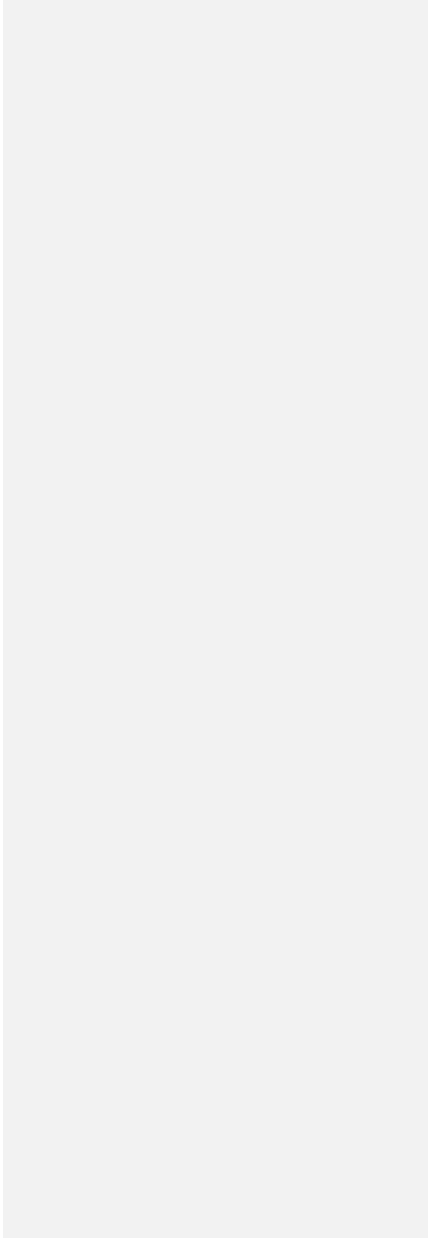




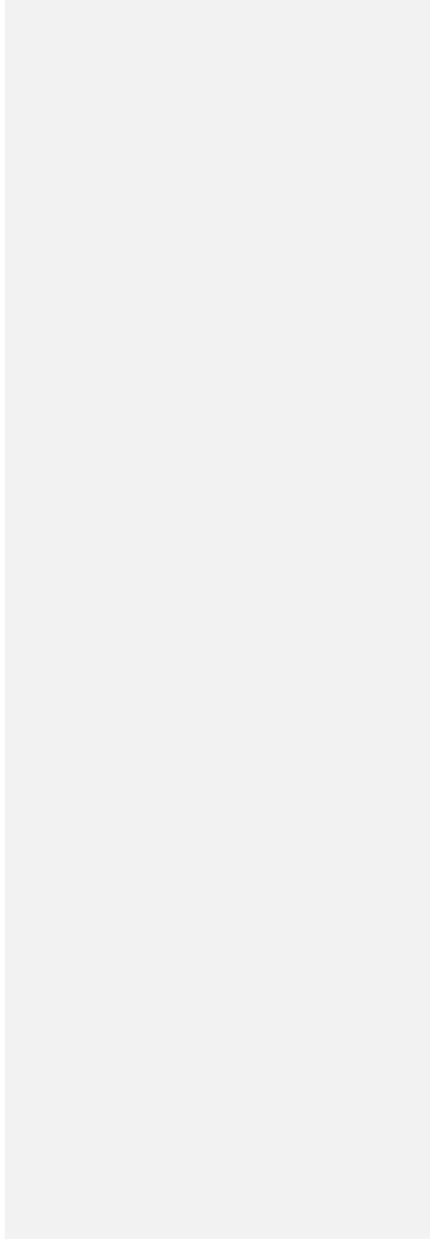
<p>candidate, the provost or the vice president health sciences and the dean of this decision in writing. If the board does not support the recommendation of a faculty member for promotion and/or tenure, no further appeals exist within the university.</p>		
<p><b>11.0 Procedure for Termination of Employment of Tenured Faculty Members</b></p> <p><b>11.1 Reasons for Dismissal</b>  Tenure is designed to protect the academic freedom of individual faculty members who have established themselves during probationary periods. Tenured faculty members are expected to continue to strive for excellence in all of their academic and scholarly tasks. Adequate reason for dismissal of a tenured faculty member may be established by a demonstration of any of the following:</p> <ul style="list-style-type: none"> <li>a. Neglect, inability or failure to do the normal and expected satisfactory teaching, research and other services within the areas of presumed professional competence.</li> <li>b. Professional incompetence which includes failure to continue scholarly development within the individual's discipline and failure to fulfill University assignments.</li> </ul>	<p><b>11.0 Procedure for Termination of Employment of Tenured Faculty Members; current University policy</b></p> <p><b>11.1 Reasons for Dismissal; current University policy</b></p>	<p><b>11.0 Procedure for Termination of Employment of Tenured Faculty Members; current University policy</b></p> <p><b>11.1 Reasons for Dismissal; current University policy</b></p>



<ul style="list-style-type: none"> <li>c. Moral turpitude.</li> <li>d. Violation of academic or professional ethics.</li> <li>e. Unprofessional conduct that significantly adversely affects the functioning of the department, school or university.</li> <li>f. Violation of the VCU Rules and Procedures, as adopted by the board of visitors, provided the faculty member has been found guilty of an offense and a penalty for separation has been assessed pursuant to the Rules and Procedures.</li> <li>g. Bona fide financial emergency in a department or school, or reorganization or termination of programs as defined by established university policies and procedures.</li> </ul> <p><b>11.2 Post-Tenure Review</b>  In accordance with 3.4 above, all tenured faculty members, including administrative faculty, are evaluated annually, using the established guidelines of their school and/or department. The annual evaluation examines the faculty member's performance in light of his or her expected contribution to the unit as established previously using the university's Roles and Rewards Policy.</p> <p>The annual evaluation is the core of the university's ongoing post-tenure review process, and it should contain a summary rating of excellent, very good, satisfactory,</p>		<p><b>11.2 Post-Tenure Review; current University and School policies</b></p>
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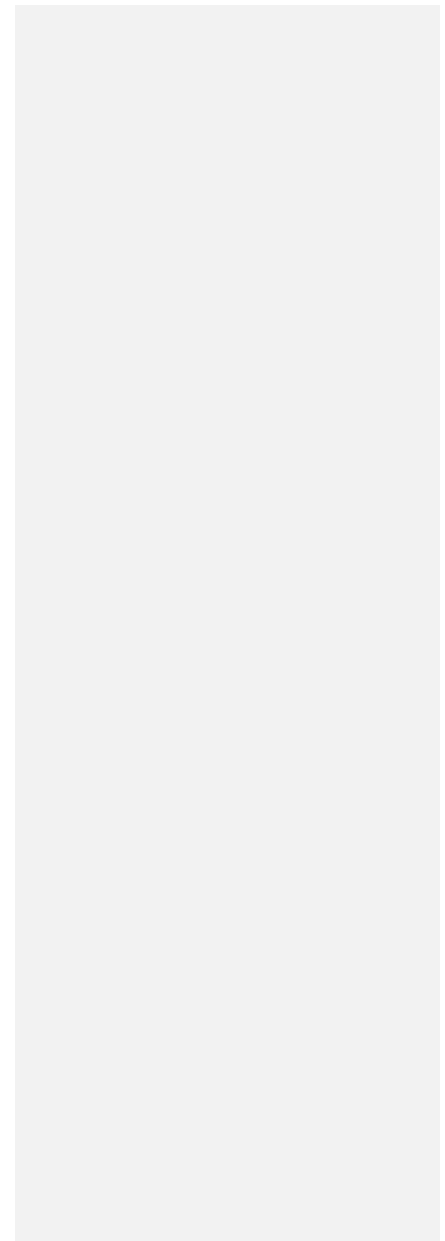


<p>needs improvement or unsatisfactory. On this scale, the appropriate rating for a tenured faculty member whose overall performance in previous years has been 'satisfactory' or better, but whose current overall performance is not satisfactory, is 'needs improvement.' If a faculty member's previous overall performance was rated 'needs improvement' and the current overall performance has not met the conditions for improvement, the appropriate rating is 'unsatisfactory.'</p> <p><b>11.2.1 Post-Tenure Review Panel</b>  Post tenure review is not a process whereby faculty members are being re-tenured. When a tenured faculty member receives one over-all unsatisfactory annual evaluation, a review panel will be appointed in the following way: Within 15 working days of notification of a need for a panel review, the faculty member and the chair of the department (or the dean where annual review is conducted at the school level) shall each submit lists of five possible panel members to the school's promotion and tenure committee, which will appoint the panel. The panel shall consist of five tenured faculty members. When possible, at least two of the panel members should be from the faculty member's department and at least one should be affiliated with another department.</p> <p>The chair of the school promotion and tenure committee will notify in writing the faculty member, the chair of the department and the</p>	<p><b>11.2.1 Post-Tenure Review Panel</b>  When a tenured faculty member receives one over-all unsatisfactory annual evaluation, a five member panel of tenured faculty members (at least two of whom are from the faculty member's department and at least one of whom is from another department) will be appointed to conduct a thorough review of the faculty member's performance. The purpose of this review is to promote faculty development. Within fifteen (15) working days of notification of a panel review, the faculty member and the chair of the department (or dean where annual review is conducted at the school level) shall each submit lists of five possible panel members to the school's promotion and tenure committee, which will appoint the committee.</p> <p>The chair of the school promotion and tenure committee will notify in writing the faculty member, the chair of the department and the dean of the proposed panel. Both the faculty</p>	<p><b>11.2.1 Post-Tenure Review Panel; current University and School policies and procedures</b></p>
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<p>dean of the proposed panel. Both the faculty member and the department chair (or the dean when annual evaluations are conducted at the school level) shall have the right to challenge any member of the panel for cause. Such challenges must be made in writing to the chair of the school promotion and tenure committee within 5 working days following notification of the proposed panel. The school promotion and tenure committee shall make the final decision on panel composition.</p>	<p>member and the department chair (or the dean when annual evaluations are conducted at the school level) shall have the right to challenge any member of the panel for cause. Such challenges must be made in writing to the chair of the school promotion and tenure committee within five (5) working days following notification of the proposed panel. The school promotion and tenure committee shall make the final decision on panel composition.</p>	
<p>The University will emphasize faculty development as the reason for carrying out post-tenure reviews and will commit the resources necessary to carry this out.</p>	<p>The chair, and/or the dean, and the faculty member must supply the panel all information pertinent to its task in no more than twenty (20) working days after the appointment of the panel. The information shall include such items as the department's workload policy, any written agreement about the faculty member's role and performance expectations under the university's Roles and Rewards Policy, all annual evaluations and supporting documentation for the period in question, and the faculty member's current vita and statement of activities since the most recent annual evaluation.</p>	
	<p>The chair and/or dean and the faculty member shall have full access to all of the submitted information and an opportunity to comment on or rebut any of the information within five (5) working days of being notified that the panel's information is completed. During its deliberations, the panel has the right to call for testimony from anyone pertinent to the issues,</p>	

<p><b>11.2.2 Assessment of Annual Evaluation</b> The panel first evaluates the faculty member's performance in light of his or her role in the department. If the panel finds that the faculty member's performance was, in fact, satisfactory during the period in question, it shall issue a report to the chair and the dean delineating the reasons for its conclusion. The review is thus concluded. The dean shall monitor the chair's annual evaluations of the faculty member for the next two years and the panel's report will be used in the dean's evaluation of the chair's performance. Where the annual evaluation is conducted by the dean, the dean's annual evaluations of the faculty member will be monitored by the appropriate vice president and the panel's report will be used by the vice president in evaluations of the dean's performance.</p> <p><b>11.2.3 Improvement Plan</b> If the panel concludes that the faculty member's performance was unsatisfactory during the period in question, the panel, in conjunction with the chair and/or dean and the faculty member will elaborate a two-year improvement plan intended to aid the faculty member to return to a satisfactory level of performance.</p>	<p>and the chair and/or dean and the faculty member shall have full access to whatever testimony is gathered with ample opportunity to comment on or rebut the testimony.</p> <p><b>11.2.2 Assessment of Annual Evaluation; current University policy</b></p>	<p><b>11.2.2 Assessment of Annual Evaluation; current University policy</b></p> <p><b>11.2.3 Improvement Plan; current University policy</b></p>
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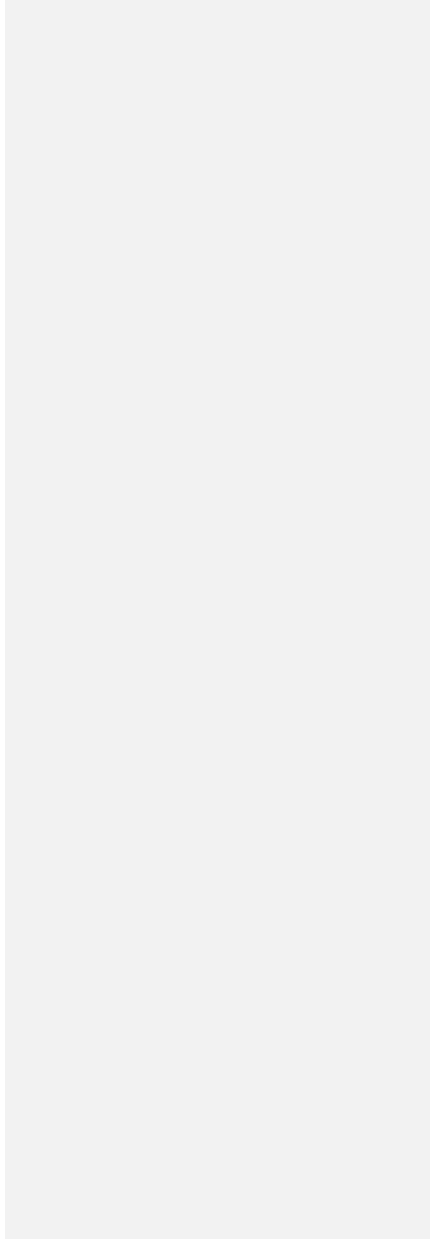
dean must also inform the faculty member that a request for a hearing of the case by the University Appeal Committee must be initiated within 45 working days. In the absence of such a request the dean's action becomes final.

The University Appeal Committee shall begin all requested hearings within 30 working days following receipt of a faculty member's request. At least two-thirds of the Committee must be present at each meeting. The faculty member shall have the opportunity to attend all meetings of the committee where evidence is received or witnesses are heard. The faculty member shall have the opportunity to cross-examine witnesses, to present evidence and may be accompanied by one nonparticipating advisor.

A complete record of the hearing shall be maintained and available to the parties involved. The hearing shall be closed to the public, except upon mutual agreement by the faculty member, the dean and the vice president.

The University Appeal Committee shall submit a completed written report to the provost or vice president for health sciences within 30 working days after conclusion of the hearings. If two or more Committee members dissent with the majority report, they must submit a written minority report concurrently.

<p>The provost or the vice-president for health sciences shall review the University Appeal Committee's findings and recommendations and convey a decision with a rationale in writing to the faculty member and to the University Appeal Committee within 10 working days. If the decision is for dismissal, they shall also inform the president. The president upon written request shall review a decision for dismissal of the faculty member. However, unless the request is made within 15 working days after the provost or the vice-president for health sciences has rendered a decision, the provost's or vice-president's decision shall be final and not subject to further appeal or review.</p> <p>If a review by the president is requested within the 15 working day period, the president shall review the full record of the University Appeal Committee hearing, the Committee's findings and recommendations and provosts or the vice-president's decision and rationale before rendering a decision. The president's decision is final and not subject to review within the University further.</p> <p><b>11.4 Dismissal for Financial Emergency</b>  Reorganization and Termination of Programs  The termination of a tenured faculty appointment because of financial emergency or reorganization or termination of programs must follow established university policies and procedures. Such procedures shall protect the</p>	<p><b>11.4 Dismissal for Financial Emergency;  current University policy</b></p>	<p><b>11.4 Dismissal for Financial Emergency;  current University policy</b></p>
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tenure rights of the individual faculty member and must include due process and faculty participation.

**11.5 Compensation**

Tenured faculty members who are terminated according to policies and procedures governing financial emergency, reorganization, and termination of programs have the right to receive their contractual university salaries for one year from the date of notification of dismissal, except that compensation ends upon commencement of full-time employment elsewhere. If the one-year period expires during an academic semester, the vice president may extend the employment to the end of the semester. Faculty members receiving compensation under these provisions may be required to perform for the university their regular services or services other than those which they have ordinarily performed so long as these services are professional in nature and appropriate to their educational experience and background.

**11.5 Compensation; current University policy**

<b>12.0 Procedures for Review and Amendment of this Document</b>	<b>12.0 Procedures for Review and Amendment of this Document</b>	<b>12.0 Procedures for Review and Amendment of this Document</b>
<p>Changes in the Faculty Promotion and Tenure Policies and Procedures may be initiated at the request of the president, the Faculty Senate, the University Council or upon petition by 20% of the tenured and tenure-eligible faculty. Upon such a request, the president shall appoint an ad hoc faculty committee to review issues and recommendations regarding appointment, promotion and tenure policies and procedures and, if necessary, to recommend modifications.</p> <p>Any members of the university community may raise issues or recommend review of these policies and procedures. They should address such requests to the University president who shall refer them to the Faculty Senate and University Council. Any changes in the Faculty Promotion and Tenure Policies and Procedures of VCU shall take effect only after review through the university governance system.</p> <p>1. The term 'school' will be used throughout the document to refer to school, college, or major academic unit such as the library or Life Sciences.</p> <p>2. Faculty Roles and Rewards Policy, approved by the Board of Visitors, November 1993.</p>	<p>The Promotion and Tenure Committee will review the School of the Arts Promotion and Tenure Policies and Procedures every six years at minimum.</p> <p>Any eligible faculty members in the School of the Arts may propose amendments to the School of the Arts Promotion and Tenure Policies and Procedures. Eligible faculty are either tenured or hold a tenure track appointment. The School of the Arts Promotion and Tenure Committee will review the proposed amendment to assure that it is consistent with the university promotion and tenure guidelines.</p> <p>The departmental representatives from the School of the Arts Promotion and Tenure Committee will present the proposed amendment(s) in departmental faculty meeting for clarification and discussion. The Chair of the School of the Arts Promotion and Tenure Committee will present the proposed amendment to the Faculty Advisory Committee for consideration. There will be a minimum of thirty (30) days between the submission of a proposed amendment and the distribution of ballots.</p> <p>The proposed amendment and means of balloting will be distributed to eligible faculty members by email or by first class mail.</p>	<p>The Department of Craft/Material Studies faculty shall review these guidelines every six years at minimum.</p> <p>Any eligible member of the Department of Craft/Material Studies faculty may propose amendments to the Department of Craft/Material Studies Faculty Promotion and Tenure Policy and Procedures. All full-time faculty including collateral faculty are eligible. Amendments must be approved by a majority of the eligible Department of Craft/Material Studies faculty. After review by the School of the Arts Promotion and Tenure Committee, a successful amendment will become effective in the following academic year.</p>

	<p>Ballots will be returned to the Chair of the Promotion and Tenure Committee within ten (10) working days. The School of the Arts Promotion and Tenure Committee will establish a deadline for the return of the ballots. The ballots will be opened and counted by the School of the Arts Promotion and Tenure Committee. For passage a proposed amendment(s) must receive a simple majority of the votes cast by eligible School of the Arts faculty. The results of the balloting will be announced to the faculty, by email or first class mail, within ten (10) days of the deadline for receipt of the ballots. An approved amendment will become effective in the following academic year.</p>	
<p><b>Documents Used in the Revisions</b></p> <p>Colbeck, C. &amp; Michael, P. (2006). The Public Scholarship: Reintegrating Boyer's Four Domains. <i>New Directions for Institutional Research</i>, Issue 129, 7-19.</p> <p>Northern Kentucky University. Engaged Scholarship document.</p> <p>Quest for Distinction, Executive Summary, 2011.</p> <p>University of Virginia, Promotion and Tenure Policy, 2011.</p> <p>VCU Council on Community Engagement – definition from this group regarding Community Engagement Scholarship (3-1-</p>		

<p>2012)  <b>Forms</b>  There are no forms associated with this policy and procedures.</p> <p><b>Related Documents</b>  There are no related documents associated with this policy and procedures.</p>		
<p><b>Revision History</b></p> <p>This policy supersedes the following archived policies:</p> <p>Approved by the Board of Visitors: September 24, 1981  Effective Date: September 24, 1981.  Revision approved by Board of Visitors: January 17, 1985.  Revision approved by Board of Visitors: November 19, 1987  Effective Date: July 1, 1988.  Revision approved by Board of Visitors: January 20, 1993  Effective Date: July 1, 1993.  Revision approved by Board of Visitors: September 19, 1996  Effective Date: July 1, 1997  Revision approved by Board of Visitors: May 16, 2003  Effective Date: May 16, 2003  Revision approved by Board of Visitors: November 11, 2004  Effective Date: November 11, 2004  Revision approved by Board of Visitors: May 19, 2006</p>	<p><b>Revision History</b></p> <p>Approved by VCU Promotion and Tenure Policy Committee, October 19, 2015  (This proposed Promotion and Tenure Policy and Procedures document supersedes all other previous Promotion and Tenure Policy and Procedures documents for the School of the Arts. These guidelines were voted on and approved by the appropriate faculty, with vote verified on April 23, 2015. University Promotion and Tenure Policies and Procedures Committee approval is pending.)</p> <p>(Approved by the University Promotion and Tenure Policy Review Committee, February 20, 2009)</p> <p>(This corrected Promotion and Tenure Policy and Procedures document supersedes all other previous Promotion and Tenure Policy and Procedures documents. August 18, 2008)</p>	<p><b>Revision History</b></p> <p>Revised March 29, 2016</p>

<p>Effective Date: May 19, 2006 <b>Revision approved by Board of Visitors: May 10, 2013</b></p> <p><b>Effective Date: Faculty members who have been at VCU for more than three years prior to approval of this document, will have the choice of being reviewed under the old (2006) or new (2013) policy; and those being at VCU less than 3 years will automatically be reviewed under the new policy.</b></p>		
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