

DEPARTMENT OF PHOTOGRAPHY & FILM
FACULTY PROMOTION AND TENURE POLICIES AND PROCEDURES

**Approved by the School of the Arts Promotion Tenure Committee:
(date)**

1.0 Goal, Objectives and Authority

1.1 Goal

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. All university and school guidelines shall be addressed.

1.2 Objectives

These guidelines elaborate on the university and school criteria where it is appropriate by addressing the departmental role as described in its Mission Statement:

The mission of the Department of Photography and Film is to facilitate a comprehensive intellectual, artistic and technical understanding and use of the mediums of photography and filmmaking, and to foster a climate that inspires creativity, intellectual curiosity, freedom of expression, critical thinking, and a broad perception of cultural diversity. The department aims to attract and retain a faculty engaged in research at the highest level by providing an environment conducive to their achieving and maintaining national and international stature, and to model these best practices and performances for our students in the context of a professional learning environment.

All university of school guidelines shall be addressed.

1.3 Relationship of Schools and Departments to University Promotion and Tenure Policy.

All university and school guidelines shall be addressed.

1.4 Appointing Authority

All university and school guidelines shall be addressed.

2.0 Faculty Ranks

All university and school guidelines shall be addressed.

2.1 Basic Criteria

The Department criteria for the evaluation of full-time faculty for promotion and tenure are outlined below. The candidate's evaluation should be seen as a process whereby unique qualities and contributions are examined. The evaluation must recognize the development of careers in which individual qualities, creative work, and professional growth are self-directed in accordance with Individual Work Plans. All university and school criteria and guidelines shall be addressed.

2.1.1 Application of Criteria and Criteria Ratings for Tenured, Tenure-eligible and Term (Non-tenure) Faculty; current University and School policies

2.1.1 A Ratings for Promotion; current University and School policies

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

2.1.2 Application of Criteria and Criteria Ratings for promotion for Term (Non-tenure) Faculty; current University policy

Faculty with term appointments are valued members of the faculty and are eligible for promotion following the same criteria and procedures established for tenure-eligible and tenured faculty described in § 2.1.1.B (Basic Criteria for Promotion and Tenure).

The weighting of the candidate's mix of duties is established in the approved, annual Individual Work Plan and assessed by the chair in the candidate's annual report. Any changes of terms—upon renewal of the contract, annually, or at the end of a multi-year contract—shall be agreed to by the term faculty member and the department chair in writing.

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.

2.2 Departmental Criteria for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Member; current University policy

2.2 General Criteria

A. Appropriate Credentials and Experience

The candidate must hold a Master of Fine Arts degree, which is the accepted terminal degree, or possess equivalent professional experience. Factors to be considered for equivalency to the M.F.A. degree may include (but are not limited to) the following: recognition in his/her field, exhibition record, creative work, teaching experience,

publications, and/or unique qualifications that may fulfill a special need in the department.

When a candidate without the terminal degree is considered for hiring, the terms and /or qualifications for equivalence shall be clearly stated in writing. Equivalencies are determined by search committee, the department chair, and the dean, as stated in the school's *Faculty Promotion and Tenure Policy and Procedures*. The Department's continuing, tenured faculty will meet with the department chair to determine whether equivalency is met, and what qualifications of a candidate constitute that equivalency. A determination of equivalency requires the approval of the majority of the continuing, tenured faculty and must be verified by their signatures on a document placed in the faculty member's permanent file.

Faculty assignments and position of the candidate shall be commensurate with the candidate's background and experience.

B. Continuing Scholarship and Professional Growth

The candidate's continuing scholarship, professional growth, and research/creative activities are prerequisites for promotion and tenure and must be evaluated in accordance with the criteria stated in the school's *Faculty Promotion and Tenure Policies and Procedures*.

Exhibition of creative work is analogous to publication in other fields, and is a significant indicator of the candidate's contribution to the body of knowledge within the discipline. Research/creative activities should demonstrate an ongoing commitment and contribution to the discipline reflecting high standards of quality and achievement. These activities are considered central to the professional and intellectual life of each faculty member. The significance of these activities may be established in the following ways, among others:

1. Peer evaluations by colleagues within the profession who are not necessarily associated with this University.
2. Assessments of participation in exhibitions, film festivals, performances, invited lectures, conferences, and professional associations where such participation contributes to the field.
3. Assessments of inclusion in public or private collections, grants, commissions, prizes, residencies and other awards.
4. Evaluation of publications, reviews/articles in print, presented papers, seminars, creative activities and consulting.

Sufficient quality and quantity indicating a pattern of accomplishment is necessary. Distinction between local, regional, national and international achievements must be documented. Activities receiving national or international recognition are given greater weight than activities of more limited significance. Distinction must be made regarding the process of selection (i.e. juried, non-juried, invitational, solo or group) when assessing exhibition and publication activity.

C. Teaching

Demonstrated quality in teaching is essential for promotion and tenure. Candidates are evaluated according to the criteria stated in the school's *Faculty Promotion and Tenure Policies and Procedures*.

Factors to be considered in evaluating teaching **may** include, but are not limited to, the following:

- (i) Thorough and appropriate knowledge of the discipline.
- (ii) Organization of course information and curricular ideas.
- (iii) Appropriate teaching techniques.
- (iv) Effectiveness in developing intellectual and creative abilities in students.
- (v) Cumulative student evaluations.
- (vi) Utilization of fair and impartial process for student evaluation.
- (vii) Maintaining high professional, academic and ethical standards.
- (viii) Documentation of curricular innovations or new courses.
- (ix) Documented efforts to improve teaching effectiveness.
- (x) A demonstration of current advancements in the discipline, and the ability to communicate them to students.
- (xi) Documentation of student and alumni accomplishments in courses and beyond VCU.
- (xii) Extracurricular activities.

D. Service

The criteria for evaluating service are stated in the school's *Faculty Promotion and Tenure Policies and Procedures*.

Professional service in the area of the candidate's expertise is given primary consideration. Four general categories are reviewed:

1. Service to the profession such as membership or holding office in professional associations and societies; service as a juror or reviewer for a national, regional or local exhibition or publication; service in an advisory capacity for related professional associations.

2. Academic service within VCU, such as work on department, school or university committees, overseeing programs.
3. Academic service outside of VCU such as manuscript reviewer, external tenure/promotion reviewer and/or external program reviewer.
4. Administrative service for those individuals holding administrative positions such as chairs, directors or deans.
5. Community service where the candidate applies professional expertise to the broader community, such as work on committees, administering programs, consulting, lectures, or workshops

Appointment and Promotion

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*.

When rank of Professor is being considered, the candidate's national or international peer recognition may be documented in the following ways, among others:

1. Exhibitions in prestigious museums, galleries, film festivals, or likewise curated venues.
2. Grants, fellowships, awards, prizes, commissions and other honors of substantial consequence.
3. Representation of work in significant public and/or private collections.
4. Books or articles in respected professional journals written by, or about the candidate.
5. Presentations of papers, creative work, or workshops at national professional conferences.
6. Election to office in a national professional organization.
7. Reviews by critics and/or writers having national prominence.
8. Assessments by external evaluators stating that the quality of the candidate's work is equivalent to other work being presented at a national level.

9. Significance of the credentials of the external evaluators.

2.3 Departmental and School Criteria

All university and school guidelines shall be addressed.

3.0 Appointments

All university and school guidelines shall be addressed.

3.1 Tenured Appointments

All university and school guidelines shall be addressed.

3.2 Probationary (Tenure-Eligible) Appointments

A probationary appointment shall follow the guidelines set forth in the school's *Faculty Promotion and Tenure Policies and Procedures*.

3.21 Alterations of the Probationary Period.

All university and school guidelines shall be addressed.

3.22 Evaluation of Probation

Probationary appointments at the rank of Assistant Professor are reviewed in the spring semester of the third year. This process will begin in October of the candidate's third year of appointment. At this time the candidate will meet with the department chair to review the process, and to address the candidate's questions. In consultation with the candidate, the chair will appoint a committee of three tenured faculty members, which can include a tenured faculty member from a related department as appropriate.

By early January (refer to the school's annual *Promotion and Tenure Timeline*), the candidate will provide the committee with:

1. A current *curriculum vitae*
2. Class syllabi
3. Support materials for the areas of teaching, service and research, as appropriate to the department

4. A statement outlining activities intended for the remaining three years before tenure review in the areas of teaching, service and scholarship and professional growth

The committee may request additional materials, as needed, including peer evaluations, teaching evaluations and Individual Work Plans, and should obtain first hand information in all areas whenever possible. The committee may also choose to report on the candidate's teaching based on direct observation.

The committee will conduct an examination of the faculty member's progress toward meeting the criteria for promotion and tenure as stated in the school's *Faculty Promotion and Tenure Policies and Procedures* and in this document, and will prepare and deliver a written report on its findings to the department chair by April 30. Confidentiality will be maintained throughout the committee's review. The committee's report will address separately the criteria of Appropriate Credentials and Experience, Teaching, Continuing Scholarship and Professional Growth, and Service, with particular attention to any specific areas of deficiency that may exist. The committee should not make comments in the report or discussions with the candidate that could be construed as promises. The committee's report and recommendation either for continuing probation or for termination will then be forwarded to all the tenured faculty in the department who will vote for or against the recommendation.

The department chair will use the review committee's report to counsel the faculty member regarding his or her progress. The committee report will be noted in the chair's annual report to the dean. The final report and other documentation will remain in the department as part of the candidate's permanent file. All materials provided by the candidate will be returned to the candidate.

The department chair, the reviewing faculty of the department, or the candidate may request an accelerated review for a recommendation to grant tenure once before the normal review occurring at the end of the probationary period, in accordance with the guidelines in the school's *Faculty Promotion and Tenure Policies and Procedures*.

3.23 Linkage

All university and school guidelines shall be addressed.

3.3 Term (Non-Tenure) Appointments

Criteria for promotion of term faculty are the same as those established by the guidelines for tenure track faculty, except that the special mix of duties assigned shall weight the term faculty member's efforts. Such a mix should be reflected in the faculty member's yearly Individual Work Plan. If the duties of a term faculty member change upon renewal of the contract, annually, or at the end of a multi-year contract, the term faculty member and the department chair will agree upon any changes in writing.

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 Photography and Film are evaluated annually in keeping with the school's *Faculty Promotion and Tenure Policy 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 the assistance of the department chair. Once the Individual Work Plan is approved and signed by the chair, it becomes a part of the faculty member's permanent file. The Individual Work Plan allows the faculty member flexibility in distributing effort in the 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 expectation for promotion and tenure.

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 to each work category by the Work Plan.

Both qualitative and quantitative factors will 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 GENERAL CRITERIA sections of this document and the school's *Faculty Promotion and Tenure Policy and procedures*.

3.5 Adjunct Appointments

All university and school guidelines shall be addressed.

3.6 Honorary Titles

All university and school guidelines shall be addressed.

3.7 Administrative Titles

All university and school guidelines shall be addressed.

3.8 Notice of Appointments

All university and school guidelines shall be addressed.

4.0 University Promotion and Tenure Policies

All university and school guidelines shall be addressed.

4.1 Committee Composition

All university and school guidelines shall be addressed.

4.2 Committee Duties

All university and school guidelines shall be addressed.

5.0 School of the Arts Promotion and Tenure Committee

All university and school guidelines shall be addressed.

6.0 University Appeal Committee

6.1 Committee Composition

All university and school guidelines shall be addressed.

6.2 Committee Duties

All university and school guidelines shall be addressed.

7.0 Academic Review Procedures for Promotion and Tenure

All university and school guidelines shall be addressed.

7.1 Promotion and Tenure Initiated at the Departmental Level

A department 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 *Faculty Promotion and Tenure Policies and Procedures*.

7.11 Peer Evaluation

A. Notification of the Candidate and Establishment of the Committee

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 members. For promotion to the rank of Professor, the candidate must notify the department chair of the intent to pursue promotion before early February of the previous academic year (refer to the school's annual *Promotion and Tenure Timetable*).

The candidate has the right to challenge any member of the committee for cause, following the procedures described in the school's *Faculty Promotion and Tenure Policies and Procedures*.

The department chair then sends a letter of notification to the candidate and the members of the 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. Notice to this effect must be given to the department chair in writing, within five working days after notification.

B. Peer Review Committee Membership

The peer review committee is appointed by the department chair and shall consist of four tenured faculty members. The committee will include a minimum of one tenured faculty members from the Department of Photography and Film. All members of the committee are voting members. The department chair appoints the peer review committee chair and attends the first meeting to charge the committee with its responsibilities. All votes shall be by secret ballot.

C. Committee process

At the first meeting of the peer review committee, the peer review committee chair shall:

1. Oversee the election of a secretary who will record the minutes and document all committee proceedings.
2. Discuss with the committee its responsibilities, the schedule of the meetings, the timetable for the review process, the candidate's materials, and the need for confidentiality. Candidate materials include, but are not limited to, curriculum vitae information, peer evaluations, student evaluations, alumni evaluations, external reviews, and letters solicited by the committee.
3. Assign tasks and establish deadlines

D. Candidate Materials

The candidate must create a portfolio, which will include materials documenting teaching, continuing scholarship and professional growth, and service. The supporting materials are due before the beginning of the Fall Semester of the academic year in which the review is commenced (refer to the school's annual *Promotion and Tenure Timetable*). All materials should be professionally presented, with appropriate labeling, description, and chronology. These materials will include, but will not be limited to:

1. A current annotated *curriculum vitae*, which corresponds to the approved School of the Arts format.

2. Personal Statement.
3. Teaching materials, to include course information such as syllabi, outlines, objectives, policies, examples of handouts or teaching aids and/or tests.
4. Evidence of professional growth and/or creative activity, which may include, but are not limited to examples of creative work, publications, reviews, exhibition catalogues, commissions, grants and invited lectures.
5. Statement of service duties in the department, school, university, profession and community.
6. Annual Individual Work Plans.
7. Provide names (professional associates, colleagues, students, advisees, alumni) and contact information (email addresses) for verification of contributions in the areas of teaching and continuing scholarship and professional growth.
8. A list of potential external evaluators.
9. Supportive statements may be provided by the candidate to accompany any materials in the tenure and/or promotion package. An artist statement and teaching philosophy may be submitted, as may any cover statement addressing broader goals and accomplishments within the context of VCU employment.

E. External Evaluation

External evaluation, as described in the school's *Faculty Promotion and Tenure Policies and Procedures*, is an integral part of the review process for tenure and promotion to Associate Professor or Professor. A minimum of three external evaluators will review the candidate's continuing scholarship and professional growth and/or service. 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. External evaluators must be recognized authorities in the candidate's field; if an external evaluator is an educator, their academic rank should be the same or higher than the candidate's rank.

The candidate will submit a list of five or more names of potential evaluators that shall include the address, phone number and email contact information for each, as well as a summary of each potential reviewer's expertise and association with the candidate. The departmental peer review committee will likewise prepare a list of at least five names, to be presented to the candidate for review. The candidate may object to one or more of the committee's selections by notifying the committee in writing, within five working days, of the reason why an evaluator should be excluded. The committee will consider any objection and select another evaluator if it finds the objection valid. Should the committee choose to retain the evaluator, the candidate's letter of objection will be included in the committee's final report.

The external evaluators will be selected from the merged list of at least ten possible reviewers. At least one of the candidate's choices will be included in the final selection. Prior to confirming the final list of external evaluators, the peer review committee chair

shall contact each to ascertain willingness to participate and to meet committee deadlines.

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 refers to examples of the candidate's work: e.g. digital portfolio, photographs, articles, reviews, publications, etc. The packets of supporting materials for the external evaluators are due before the end of the spring semester (refer to the school's annual *Promotion and Tenure Timetable*). The peer review committee chair then forwards the packets to each evaluator along with a cover letter.

The peer review committee and department chair should state, in final reports, the qualifications of external evaluators and their position within the profession. The inclusion of the external evaluators' vitae is required.

F. Peer Review Committee Final Report

The peer review committee shall conduct a substantive evaluation of the candidate's record and performance, have the option to interview the candidate, and submit in writing a complete report of its proceedings. The peer review committee shall keep its findings confidential. The final report shall include the following:

1. Cover sheet showing the final vote
2. Introduction
3. Summation of the review, evaluation of the candidate, and recommendation regarding promotion and/or tenure
4. Signature sheet with names and ranks of committee members, together with the recommendation and the numerical results of the ballot for or against promotion and /or tenure
5. External evaluation
 - a. Credentials of external evaluators
 - b. Evaluations of the candidate
 - c. Committee summary
6. Candidate's curriculum vitae and annotation
7. Department promotion and tenure policy and procedures
8. Peer review subcommittee reports
 - a. Appropriate Credentials and Experience
 - b. Teaching
 - c. Continuing Scholarship and Professional Growth

- d. Service
- 9. Approved minutes of all meetings
- 10. Appendices
 - a. Sample letters and/or evaluation forms sent out for assessment of candidate (external evaluators, students, university peers, professional associates, alumnae, and others)
 - b. Responses to letters and forms
 - c. Student evaluation tabulations
 - d. Student evaluations for each semester of teaching
 - e. Candidate's individual work plans and annual reviews
 - f. Candidate's support material
 - g. Other pertinent material

7.12 Department Chair

After receiving the final report from the peer review committee, the department chair will review the report using the department's *Faculty Promotion and Tenure Policies and Procedures* as a reference. The department chair may request supplementary material as needed. The department chair will confirm the qualification of external evaluators and their positions within the profession, add a written recommendation, and forward the recommendation, the peer review committee report, and the candidate's materials to the School of the Arts Promotion and Tenure Committee by the date established in the school's annual *Promotion and Tenure Timetable*.

7.13 School of the Arts Promotion and Tenure Committee Evaluation

All university and school guidelines shall be addressed.

7.2 Promotion and Tenure Initiated at the School Level

All university and school guidelines shall be addressed.

7.21 Peer Evaluation of School Level Term Faculty

All university and school guidelines shall be addressed.

7.22 School Promotion and Tenure Committee Evaluation of School Level Term Faculty

All university and school guidelines shall be addressed.

8.0 Administrative Review Procedures for Academic Personnel Actions

All university and school guidelines shall be addressed.

9.0 Appeal Process

9.1 The University Appeal Committee

All university and school guidelines shall be addressed.

10.0 The President and the Board of Visitors

All university and school guidelines shall be addressed.

11.0 Procedures for the Termination of Employment of Tenured Faculty Members

11.1 Reasons for Dismissal

University and school guidelines shall be addressed.

11.2 Post-Tenure Review

All tenured faculty, including administrative faculty, are evaluated annually, using the established guidelines of the school's *Faculty Promotion and Tenure Policies and Procedures*. The annual evaluation examines the faculty member's performance in light of expected contributions as established previously using the university's *Roles and Rewards Policy*.

11.21 Post-Tenure Review Panel

All university and school guidelines shall be addressed.

11.22 Information for the Review

All university and school guidelines shall be addressed.

11.23 Assessment of Annual Evaluation

All university and school guidelines shall be addressed.

12.0 Procedures for Review and Amendment of this Document

The Department of Photography and Film faculty shall review these guidelines every six years at minimum.

Any eligible member of the Department of Photography and Film faculty may propose amendments to the department's Promotion and Tenure Policy and Procedures. All full-time faculty, including term faculty, are eligible. Amendments must be approved by a majority of the eligible Department of Photography and Film faculty. After review by the School of the Arts Promotion and Tenure Committee, a successful amendment will become effective in the following academic year.

Approved unanimously by the Department of Photography and Film, Tuesday, April 29, 2014.

Revised in order to calibrate the sequence and section numbers of this departmental document to those in the school and university documents by the Chair, Sasha Waters Freyer, April 5, 2016.