

School of the Arts

Faculty Promotion and Tenure
Policies and Procedures

Policy Statement and Purpose-----

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.

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.

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Who Should Know This Policy-----

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.

Format for the Curriculum Vitae-----

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.

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.

A. GENERAL INFORMATION

1. PERSONAL INFORMATION

Name in full.

Citizenship.

Office Address, telephone number, facsimile number, and e-mail address.

2. LICENSURE, CERTIFICATION, REGISTRATION

Granting organization and location.

Document number. Date of issuance and expiration date.

3. MILITARY SERVICE RECORD (optional).

4. EDUCATION

College and/or university, major, area of concentration, degree, date of degree.

Thesis and/or dissertation titles.

Educational Honors.

5. POSTDOCTORAL TRAINING OR SPECIAL EXPERIENCE, AND HONORS RECEIVED

(Such as appointments for internships, residencies, fellowships, and specialized study.)

Honors Received. (Explain the significance of all honors.)

6. PROFESSIONAL PRACTICE/WORK EXPERIENCE (Prior to VCU appointment)

7. ACADEMIC APPOINTMENTS

B. CONTINUING SCHOLARSHIP AND PROFESSIONAL GROWTH

9. SPECIAL AWARDS, FELLOWSHIPS, GRANTS, AND OTHER HONORS

(Explain the significance of all honors.)

10. SIGNIFICANT CREATIVE OR SCHOLARLY ACHIEVEMENTS (Work **created by the candidate**). Including but not limited to:

Abstracts and Papers Presented.

Articles.

Published Books, Monographs and/or Chapters**

Collections (Identify type such as museum, private, corporate, etc.)

Commissions/Professional Practice/Consultantships.

Curator.

Director/Investigator.

Exhibitions.

Exhibition Catalogues.

Gallery Affiliation/Representation.

Performances.

Public Screenings and Broadcasts.

Recordings, Films, and Videotapes.

Reviews.

**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.)

11. BIBLIOGRAPHY (Writing about the candidate, **not authored by the candidate**.)

Books, Monographs, and/or Chapters.

Articles.

Exhibition Catalogues.

Reviews (of the candidate's work).

Video Documentations.

Citations.

(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.)

12. EDUCATION TOWARDS PROFESSIONAL GROWTH

(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.)

Honors Received.

B. TEACHING

8. TEACHING RESPONSIBILITIES • VCU

Courses and Responsibilities

Thesis Committee Membership

Dissertation Committee Membership

New Courses Developed and Taught

Teaching • Outside VCU Curricula (Visiting educator/artist/professor, choreographer, etc. This may be located alternatively under Continuing Scholarship and Professional Growth).

Teaching Prior to VCU

(Course Documentation in Appendix -- Material may include syllabus, slides, tests, 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.

D. SERVICE

13. SPECIAL AWARDS AND OTHER HONORS (Explain significance.)

14. MEMBERSHIP IN SCIENTIFIC, HONORARY, ORGANIZATIONS AND PROFESSIONAL SOCIETIES

Offices Held. (include responsibilities)

Special Projects.

15. COMMITTEES

(VCU or similar professional institution or organization.)

Offices Held.

Special Projects.

16. ADMINISTRATIVE APPOINTMENTS/EXPERIENCE

17. OTHER RELEVANT SERVICE (Such as service to the community.)

Memberships.
Offices Held.
Special Projects.

(Include experiences such as activities as a panelist, lecturer, presenter, adjudicator, 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.)

Alternatively, this section could be organized as:

Service to the Profession
Service to the Community
Service to the University
Service to the School
Service to the Department

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.

Numeration-----

The numeration in this document corresponds with items found in the *VCU Faculty Promotion & 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.

Procedures-----

1.0 Goal, Objectives and Authority

1.1 Goal

Excellence is the original and continuing goal of Virginia Commonwealth University (VCU). A prerequisite of this goal is the 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.

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.

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. 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.

1.2 Objectives

The objectives of the system described in this document are:

- Promotion of an engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting
- Faculty achievement to the highest attainable degree within the context and resources of the university
- Support of university goals and support of the diverse missions and characteristics of its individual academic units
- Commitment to administrative management which provides fair and reasonable allocation of time and resources
- Assurance of the financial integrity of the institution
- Sufficient flexibility to permit modifications of programs, curricula and academic organizational units to meet the changing academic, institutional and societal needs.

2.0 Faculty Ranks and Appointments

2.1 General Criteria and Criteria Definitions for Tenured, Tenure-Eligible, and Term (non-tenure) Faculty Members

The criteria for evaluation of individuals for promotion and/or tenure include (1) Appropriate Credentials and Experience, (2) Demonstrated Continuing Scholarship and Professional Growth, (3) Demonstrated Quality in Teaching, and (4) Demonstrated Performance of Service Responsibilities within the University, School, and Department, and to the profession and broader community. Individual work plans developed in

accordance with the Faculty Roles and Rewards policy are integral to evaluating faculty performance on each of these criteria.

1 APPROPRIATE CREDENTIALS AND EXPERIENCE

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.

2 CONTINUING SCHOLARSHIP AND PROFESSIONAL GROWTH

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.

Evidence of the quality of such activity is 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.

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.

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

3 TEACHING

A teacher in the School of the Arts is an artist, designer and/or scholar who brings creative, intellectual, and technical expertise of the 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.

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 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.

Factors to be considered in evaluating teaching may include but are not limited to items listed below.

A teacher in the School of the Arts:

- Has a thorough and appropriate knowledge of the discipline
- Organizes the course information and curricular ideas
- Has appropriate teaching techniques
- Communicates and imparts knowledge, skills, and processes appropriate to the discipline

- Develops the intellectual and creative abilities of the students
- Demonstrates concern for students
- Develops teaching and curricular innovations
- Utilizes a fair and impartial process for student evaluation
- Maintains high professional, academic, and ethical standards
- Advises students effectively (when such responsibilities are assigned)
- Remains current in the discipline and relates important advancements in the discipline to students
- Inspires the student to achieve 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

4 SERVICE

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

For promotion and tenure assessment, professional service in the area of the candidate's expertise is given primary consideration.

In cases where an activity could be listed in either service, teaching or continuing scholarship and professional growth, 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.

Service to the profession refers to undertakings such as participating or holding office in professional associations and societies, professional adjudications and other professional contributions made as a result of professional endeavors.

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.

Administrative service also refers to those service duties that are normally expected of individuals holding administrative positions such as chairs, directors or deans.

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.

Service activities outside VCU that relate to fulfilling one's civic duty should not be considered in evaluating Service.

2.1.1 Application of Criteria and Criteria Ratings for Tenured, Tenure-eligible and Term (Non-tenure) Faculty

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 evaluations of tenure and tenure-eligible faculty performance ratings shall use this terminology.

The candidate's continuing scholarship, professional growth, and research/creative activities shall be rated according to the following categories:

Excellent Continuing Scholarship and Professional Growth

A rating of excellent denotes a sustained pattern of exemplary accomplishment, making a high level contribution to the discipline.

Very Good Continuing Scholarship and Professional Growth

A rating of very good signifies accomplishments of notable substantial quality over several years.

Satisfactory Continuing Scholarship and Professional Growth

A rating of satisfactory represents achievements in research/creative activities that suggest future potential for sustained growth and development.

Unsatisfactory Continuing Scholarship and Professional Growth

A rating of unsatisfactory represents an absence of research/creative activity, or research/creative activities whose quality or modest quantity do not meet the prevailing norms for the profession.

The candidate's teaching shall be rated according to the following categories:

Excellent Teaching

A rating of excellent denotes a sustained pattern of exemplary accomplishment in teaching, making a high level contribution to students.

Very Good Teaching

A rating of very good signifies teaching accomplishments notable for substantial quality over several years.

Satisfactory Teaching

A rating of satisfactory represents achievements in teaching activities that suggest future potential for sustained teaching growth and development.

Unsatisfactory Teaching

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.

The candidate's service activities shall be rated according to the following categories:

Excellent Service

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.

Very good Service

A rating of very good signifies service accomplishments notable for ongoing quality and quantity.

Satisfactory Service

A rating of satisfactory represents achievements in service activities that suggest future potential for sustained growth and development.

Unsatisfactory Service

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.

2.1.1. A Ratings for Promotion

Continuing Scholarship and Professional Growth Criteria for Promotion to Each Academic Rank:

For promotion from instructor to assistant professor, the candidate must show skills in Continuing Scholarship and Professional Growth and exhibit potential for continued development in this area.

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.

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.

Teaching Criteria For Promotion to Each Academic Rank:

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.

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 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.

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.

Service Criteria for Promotion to Each Academic Rank:

For promotion from instructor to assistant professor, the candidate must exhibit service accomplishments and show potential for continued contributions in the area.

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.

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.

The criteria of Appropriate Credentials and Experience must be rated as either satisfactory 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 teaching, continuing scholarship and professional growth, 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 teaching and/or Scholarship and Professional Growth

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 teaching continuing scholarship and professional growth and service. From among the criteria of teaching, continuing scholarship and professional growth 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 Associate Professor

Promotion to associate professor requires a terminal degree or equivalent, a sustained, demonstrated pattern of accomplishments in the areas of teaching, continuing scholarship and professional growth, and service. Candidates for the rank of associate professor must have achieved sufficient quality and quantity of sustained endeavors which enable them to be judged as (1) effective, conscientious, and impartial teachers, (2), creative, independent, and productive artist/researchers, and (3) individuals who have produced meaningful service. From among the criteria of teaching, continuing scholarship and professional growth, and service, the candidate for associate professor must be ranked “excellent” in either Scholarship and Professional Growth or in Teaching and at least “very good” in the other two areas. 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.

Appointment, Promotion and/or Tenure to Professor

Promotion to Professor requires a terminal degree or equivalent. Promotion to this rank is a significant achievement that demonstrates exceptional contributions in teaching, continuing scholarship and professional growth, 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 teaching, continuing scholarship and professional growth, and service, the candidate for professor must be ranked “excellent” in Scholarship and Professional Growth and also in Teaching and at least “very good” in Service.

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:

- a. books or articles in respected professional journals by or about the candidate
- b. grants, fellowships, prizes and awards of substantive consequence
- c. exhibitions in prestigious galleries and museums
- d. international exhibitions
- e. reviews by critics having national prominence
- f. representation of work in significant public and private collections
- g. presentation of papers, workshops, or seminars at national professional conferences
- h. election to office of a national professional organization
- i. assessment by external evaluators stating that the quality of the candidate’s work is equivalent to other work being presented on a national level
- j. the significance of the credentials of the external evaluators

2.1.2 Application of Criteria and Criteria Ratings for promotion for Term (Non-tenure) Faculty

Each unit with term (non-tenure) faculty appointments shall provide written policies and procedures 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 unique range of responsibilities. The guidelines shall address how a term (non-tenure) faculty member's effort shall be weighed by the special mix of duties assigned to faculty members holding these appointments. The guidelines shall also specify the voting rights of faculty regarding a recommendation to promote or renew these faculty appointments.

3.0 Defining Appointments

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).

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:

- a. At least three months prior to the expiration of the appointment during the first year at the University;
- b. At least six months prior to the expiration of the appointment during the second consecutive year at the University
- c. At least 12 months prior to the expiration of the appointment after two consecutive years at the University.

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 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.

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 & 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.

3.1 Tenured Appointments

Tenure is conferred based on the faculty member's demonstrated capabilities, academic achievement and the school's anticipated long-term academic needs.

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.

3.2 Probationary (tenure-eligible) Appointments

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 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.

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.

3.2.1 Alterations of the Typical Probationary Period

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.

Any contractual conditions that would affect the promotion and tenure process shall be documented at the time of hiring and disclosed at all levels of review.

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.

3.2.1.1 Expedited Reviews

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.

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 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.

3.2.2 Extensions of the Initially Agreed Upon Probationary Period.

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.

3.2.3 Evaluation of Probation for Tenure –eligible Faculty

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.

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.

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.

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.

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.

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.

The committee report remains in the department as part of the candidate's permanent file.

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.

3.2.4 Linkage

Tenure-eligible assistant professors shall be reviewed in one process, with both promotion and tenure awarded or denied in a single process.

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.

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 Teaching, Continuing Scholarship and Professional Growth, 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.

5.0 School of the Arts Promotion and Tenure Committee

5.1 Committee Election and Term of Office

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. 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.

7.0 Academic Review Procedures for Promotion and Tenure for Tenured, Tenure-eligible and Term (Non-tenure) Faculty

7.1 Promotion and Tenure Initiated at the Department Level

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.

7.1.1 Peer Evaluation

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 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.

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.

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.

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.

External Evaluation

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 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.

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.

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/against promotion and tenure.

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.

7.1.2 Department Chair

After receiving the file from the peer review committee, the department chair reviews the 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.

7.1.3 School of the Arts Promotion and Tenure Committee Evaluation

The chair of the 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.

7.2 Promotion and Tenure Initiated at the School Level

Recommendations for promotion and tenure are initiated at the school level in those schools having budgetary and signature authority for initiating Personnel Action Forms.

In those units where recommendation for promotion and tenure are initiated at the school level, the review process begins at the 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 review committee to conduct a substantive evaluation of the candidate's record and performance.

7.2.1 Peer Evaluation of School Level Tenure-eligible or Term Faculty

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.

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.

The peer review committee shall conduct a substantive review 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.

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 committee shall forward the file to the School of the Arts Promotion and Tenure Committee.

7.2.2 School Promotion and Tenure Committee Evaluation

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.

8.0 Administrative Review Procedures for Academic Personnel Actions

8.1 The Dean

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.

If the recommendation is not supported by either the peer review committee, the chair of the department or the school tenure and promotion 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 consideration. 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 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. The dean forwards the original file, containing the candidate's written response and all recommendations and letters to the vice-president for academic affairs.

8.2 The Vice President

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.

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.

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 believes the review process has erred.

9.0 Appeal Process

9.1 Grounds for Appeal

A decision to deny tenure and/or promotion may be appealed by the candidate only on the following grounds:

1. The proper procedures, as specified by the university, school and department guidelines were not followed.
2. Factually incorrect information was provided by someone other than the candidate, and utilized in the peer review or administrative review process.
3. Inadequate consideration of unit criteria or use of impermissible criteria.

9.2 Appeal Process

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 impermissible criteria. The Appeal Committee will review the documents in question and decide if grounds for an appeal exist.

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.

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. It shall confine any such hearings to those questions or issues specified in the appeal.

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.

- 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.
- 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.
- 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 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 & Tenure Policy and Procedures* document. 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.

11.0 Procedure for Termination of Employment of Tenured Faculty Members

11.1 Reasons for Dismissal

Tenure is designed to protect the academic freedom of individual faculty members who have established themselves during the 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:

- a. Neglect, inability or failure to do the normal and expected satisfactory research, teaching and other services within the areas of presumed professional competence.
- b. Professional incompetence which includes failure to continue scholarly development within the individual's discipline and failure to fulfill School assignments.
- c. Moral turpitude
- d. Violation of academic or professional ethics.
- e. Unprofessional conduct that significantly adversely affects the functioning of the department, school or university.

- 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 of separation has been assessed pursuant to the Rules and Procedures.
- g. Bona fide financial emergency in a department or school, or reorganization or termination of programs as defined by established university policies and procedures.

11.2 Post-Tenure Review

All tenured faculty, including administrative faculty, are evaluated annually, using the established guidelines of the School of the Arts. Reviews are conducted at the next administrative level. 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.

The annual evaluation is the core of the university's ongoing post-tenure process, and it should contain a summary rating of excellent, very good, satisfactory, 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 was rated "needs improvement" and the current overall performance has not met the conditions for improvement, the appropriate rating is "unsatisfactory."

11.2.1 Post-Tenure Review Panel

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.

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 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.

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.

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, 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.

11.2.2 Assessment of Annual Evaluation

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 vice president for academic affairs and the panel's report will be used by the vice president in evaluations of the dean's performance.

11.2.3 Improvement Plan

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.

11.2.4 Assessing the Improvement Plan

At the end of the first year of the improvement plan, the panel will either recommend continuation of the plan through the second year, modification of the plan, or if it is evident that no progress has been made toward improvement, it shall recommend to the chair and/or den that they initiate dismissal for cause.

At the end of the two-year plan, the panel will reconvene and again conduct a review of the faculty member's performance, using the provisions of the improvement plan and all information pertinent to the faculty member's performance during the period of the plan. If it finds that the faculty member's performance has been satisfactory, it reports its findings to the chair and the dean, and the review is complete. If the panel finds that the faculty member's performance has been unsatisfactory, it shall recommend to the chair and/or dean that they initiate proceedings for dismissal based on causes (a) or (b) as detailed in section "11.1 Reasons for Dismissal" of the University's Faculty Promotion and Tenure Policy and Procedures.

12.0 Procedures for Review and Amendment of this Document

The Promotion and Tenure Committee will review the School of the Arts Promotion and Tenure Policies and Procedures every six years at minimum.

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.

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.

The proposed amendment and means of balloting will be distributed to eligible faculty members by email or by first class mail. 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.

(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.)

(Approved by the University Promotion and Tenure Policy Review Committee, February 20, 2009)

(This corrected Promotion and Tenure Policy and Procedures document supersedes all other previous Promotion and Tenure Policy and Procedures documents. August 18, 2008)