

Longwood University Faculty Senate
**PROPOSAL/POLICY COVER
SHEET**

This cover sheet is intended to provide information to members of the Faculty Senate about a new proposal/policy or about revisions to an existing proposal/policy. **If you are proposing a new policy, then attach the text of the policy to this form. If you are proposing a change to an existing policy, then attach the text of the current policy with any deleted language marked by a strikethrough and with new language marked by an underline. If you are deleting a policy, then attach the text of the policy to be deleted.**

COMMITTEE(S) that authored or sponsored this proposal: *University Promotion and Tenure*

TOPIC: *Revisions to the sections of the Faculty Policy and Procedures Manual (FPPM) related to review of tenure-track faculty, clinical educators, and lecturers.*

BACKGROUND *At the request of the Faculty Senate Executive Committee, the University P & T Committee reviewed the FPPM for consistency in language regarding the use of the terms "portfolio, file, and letter" through the sections.*

SUMMARY OF NEW POLICY OR PROPOSED CHANGES OR DELETIONS TO AN EXISTING POLICY

Most of the changes are editorial in nature, to use the term portfolio, letter, and recommendation with consistency. Section U. Probationary Review of Tenure-Track Faculty was more heavily edited for clarity. In addition to these changes, we have also eliminated the word "file", revised language about what happens to the letters, and have added clinical educators and lecturers on the timetable.

RATIONALE FOR THE POLICY OR PROPOSED CHANGES

The changes are recommended to improve clarity of the language.

Routing information and signature lines:

Date submitted to Senate Executive Committee for Consideration: 11/26/19

Action(s) Taken: Senate Exec asked Virginia Lewis to meet with the PVPAA before submitting proposal, we met in 2/20 and the committee worked on it again during the 2020-2021 year

Re-submitting to Senate Executive Committee for Consideration: 2/24/21

Date first read at Faculty Senate:

Action(s) Taken:

Date final action taken by Faculty Senate:

Action(s) Taken:

Senate Chair: _____

Date submitted to the PVPAA (within 5 working days of Senate approval):

Action(s) Taken:

PVPAA: _____

Date: _____

Date submitted to other administration:

Action(s) Taken:

Administrator: _____

Date (within 15 working days of PVPAA's signature): _____

Date submitted to the Board of Visitors:

Coversheet updated 9/2017

M. NON-TENURE-TRACK FULL-TIME FACULTY

1. The ranks of clinical educator, senior clinical educator, lecturer, and senior lecturer are full-time, non-tenure-track faculty appointments.

2. Clinical Educators

- a. The rank of clinical educator is intended solely for personnel who meet the academic program's accreditation requirements for education of undergraduate and/or graduate students in clinical areas, but who do not hold the terminal degree (doctorate) in the field. The individual must hold appropriate licensure and certification as required for clinical education in that program. Positions at the rank of clinical educator will not replace tenure-track or tenured positions in a department. The clinical educator position is designated as a "continuing" position.
- b. Each academic program may designate a specific title for this position that is appropriate for the educational standards of the profession. However, terms associated with faculty rank (instructor, lecturer, senior lecturer, assistant professor, associate professor and professor) may not be used.
- c. Teaching, clinical education and supervision, advising and mentorship, service and scholarship are expected of the clinical educator. The teaching and clinical education assignment will normally consist of a 12 credit hours semester in an academic year, as established by department standards. A clinical educator may be expected to advise students and engage in committee work and other faculty responsibilities as designated by the department chair. Requirements for scholarly productivity are determined by departmental standards. The clinical educator may also be assigned administrative responsibilities associated with the clinical education of the discipline and department responsibilities. The clinical educator is expected to remain current with developments in the knowledge base and pedagogy of her/his field and to maintain a professional ~~file~~ portfolio for review.
- d. After six years, a clinical educator may seek promotion to senior clinical educator (see [Section III. Z. Promotion to All Ranks](#) and [Section III.AA. Timetable for Tenure and Promotion to All Ranks](#)).

3. Lecturers

- a. The rank of lecturer is intended primarily for temporary appointments. Positions at the rank of lecturer will not replace tenure-track or tenured positions in a department. Unless the position has been designated as a "continuing" lectureship (as in b. below), a lecturer position will normally be converted to a tenure-track position once the need for such a position in a discipline has been established.
- b. In exceptional circumstances it may be desirable for the University to fill a faculty position on a continuing basis with individuals who do not meet the standard requirements for tenure. Examples of such exceptional circumstances might include:
 - i. After repeated national searches, no suitable qualified candidate with the appropriate terminal degree can be found for the job.

- ii. For the particular courses to be taught by the individual, some special professional training, experience or talent is at least as relevant as a terminal degree, while qualified individuals possessing a terminal degree find the job unattractive.

In such circumstances, the department chair, the college dean, and the PVPAA will discuss the long-term staffing of this position.

- c. Teaching is the main expectation for the lecturer. The teaching assignment will normally consist of an average of 15 credit hours a semester in an academic year. A lecturer may be expected to advise students and engage in committee work and other faculty responsibilities as designated by the department chair. All assigned responsibilities other than teaching should include appropriate reductions from the maximum course load. The lecturer is expected to remain current with developments in the knowledge base and pedagogy of her/his area and to maintain a professional portfolio file for review.
 - d. After six years as a Lecturer in a “continuing” lectureship position, an individual may seek promotion to Senior Lecturer. No one will be employed at the rank of lecturer for more than six years (see [Section III, Z. Procedures for Tenure and Promotion to All Ranks](#) and [Section III. AA. Timetable for Tenure and Promotion to All Ranks](#)).
- 4. Positions at the rank of clinical educator and lecturer are to be advertised. A national search may be conducted when appropriate. A person appointed at the rank of clinical educator or lecturer must meet regional and program accreditation requirements for teaching in the discipline.
 - 5. Clinical educators and lecturers will be given one-year, non-tenure track contracts.
 - 6. A clinical educator, senior clinical educator, lecturer or senior lecturer who is later appointed to a tenure-track position may seek up to three years credit towards tenure based upon prior teaching, scholarship and service as in [Section III, J. Selection, Appointment and Reappointment of Faculty](#) (item 6).
 - 7. Persons appointed at the rank of clinical educator, senior clinical educator, lecturer, and senior lecturer are eligible for employment benefits accorded to other faculty. Salary will be determined annually and be commensurate with the person's education and experience. Clinical educators, senior clinical educators, lecturers, and senior lecturers will be considered for merit pay increases on the same basis as other continuing faculty.

8. Senior Clinical Educators and Senior Lecturers

- a. An individual who has been granted the rank of senior clinical educator or senior lecturer will continue to be offered a two-year, non-tenure track rolling contract at that rank except in the following circumstances:
 - i. Employment may be terminated when the position is no longer needed in the department due to curricular change or reevaluation of the exceptional circumstances described above. A senior clinical educator or senior lecturer will be given at least one academic year's notice before that position is eliminated.

- ii. Employment may be terminated for misconduct as indicated in [Section III, CC, Disciplinary Action and Termination](#).
- iii. A senior clinical educator or senior lecturer who receives two less-than-satisfactory overall annual evaluations within a three-year period may be terminated. A senior clinical educator or senior lecturer who receives one less-than-satisfactory annual evaluation shall be reviewed by both the department chair and the department Promotion and Tenure Committee in the subsequent fall.

References: Approved by Board of Visitors, April 23, 1999, June 18, 2005, March 25, 2011, June 14, 2013; Faculty Senate, February 3, 2011, April 11, 2013, March 2, 2017.

N. EXTERNAL CLINICAL FACULTY

The designation of external clinical faculty is intended for personnel who are content experts and who provide to academic programs such services including clinical and/or practicum supervision, clinical teaching, and mentoring.

1. Each academic program may designate a specific title for this position that is appropriate for the educational standards of the profession. However, terms associated with faculty rank (instructor, lecturer, senior lecturer, clinical educator, senior clinical educator, assistant professor, associate professor and professor) may not be used.
2. The university may recognize the contribution made by these professionals through a variety of means, including but not limited to: recognition on program's web site, library privileges, opportunity for membership at the health and wellness center at the faculty rate, faculty discounts for athletic tickets and golf course privileges, faculty discount at Longwood bookstore, and tuition waiver for one Longwood course, a maximum of three credit hours, for every two semesters of service as external clinical faculty.

References: Board of Visitors, March 25, 2011; Faculty Senate, February 3, 2011

O. VISITING PROFESSORSHIPS AND THEIR REVIEW

The titles of Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor are courtesy titles to be given to faculty visiting from another institution of higher education or with a terminal degree who are on temporary assignment to Longwood University. A visiting faculty member usually is associated with a department or college for a short time, normally not in excess of one year. Visitors may be researchers, teachers, public service scholars, or any combination thereof. Normally, the visitor is given the equivalent professional rank held at the home institution. Tenure is not awarded to visiting faculty. Individuals appointed at these ranks may be invited to participate in, but are not eligible to vote on, faculty matters. A visiting faculty appointee can become a regular appointee only through a search process after the initial appointment in accordance with the institution's procedures, including adherence to affirmative action guidelines.

Visiting professors are not required to undergo an annual evaluation, because merit raises are not available for a visiting faculty member. However, the chair should conduct an annual review of the faculty member that addresses areas of teaching, scholarship, and service as relevant to the duties of the visiting faculty member and as defined by departmental standards. The review should be concluded by May 19, and a dated letter should be sent to the visiting faculty member and copied to the Dean of the College by May 24.

References: Faculty Senate April 6, 2017.

P. GRANTING OF ACADEMIC RANK TO ADMINISTRATORS

1. The President may offer the concurrent appointment at the faculty rank of lecturer, assistant professor, associate professor, or professor, upon recommendation of the department chair, the department promotion and tenure committee, the college dean, and the Provost and Vice President for Academic Affairs (PVPAA), to administrators (other than academic deans, the PVPAA and the President) who meet the criteria in [Section III.Y Promotion to All Ranks](#) of the Faculty Policies and Procedures Manual by demonstrating an established record of effectiveness in classroom teaching, in addition to meeting the appropriate criteria under “Specific Criteria for Promotion to Each Rank” in [Section III.Y Promotion to All Ranks](#) and who have full responsibility for teaching at least three credits in the discipline granting the rank (not including independent study or Longwood Seminar courses) within any two consecutive academic years.
2. Administrators with faculty rank (other than academic deans, the PVPAA, and the President) shall be reviewed in accordance with the [Section III. J. Selection, Appointment and Reappointment of Faculty](#); [Section III. Y. Promotion to all Ranks](#); [Section III. T. Annual Performance Evaluation](#); and [Section III. CC. Disciplinary Action and Termination](#) policies in the *Faculty Policies and Procedures Manual*.
3. No tenure is attached to the academic rank granted to an administrator (other than academic deans, the PVPAA, and the President); administrators with academic rank shall not acquire tenure in such academic rank. Administrators who had previously attained rank or tenure at Longwood while employed as full time faculty, however, shall not forfeit their rank or tenure under this policy.
4. Administrators with faculty rank who were not previously employed at Longwood as full-time faculty (other than academic deans, the PVPAA, and the President) who have not taught a minimum of three credits in any two consecutive academic years shall forfeit their faculty rank.
5. Administrators with faculty rank who move from administrative positions to full-time faculty positions shall not count time spent in the administrative position towards any future promotion or tenure considerations.
6. Awarding of academic rank to administrators does not constitute the awarding of a faculty position, nor will it count in the calculation of the number of faculty positions assigned to departments, colleges or the University. It shall not limit the ability of a department or college to fill positions which become open; the filling of such positions would follow existing rules for [Section. Appointment and Reappointment of Faculty](#).
7. Awarding of academic rank to administrators does not have an impact on the budget of a department, college or the University.

References: Minutes of the Faculty Senate April 16, 1998; April 30, 1998.

Q. CONTRACTS AND OUTSIDE EMPLOYMENT

1. Continuing faculty will be notified in writing of their reappointment for the coming year by the end of the fiscal year. All contractual offers are subject to approval by the Board of Visitors. The contract can in no way be construed to obligate the Board of Visitors to contract for any financial responsibilities for which funds have not been made available by the State Legislature.
2. A contract will specify the salary for the contract period, the rank, and the tenure status of the faculty member. Any other special provision pertaining to the employment of the faculty member must be specified in the contract.
3. Faculty members are employed beginning two weeks before the first day of fall semester classes and ending two weeks after the last day of spring semester examinations.
4. Full-time faculty members may engage in collateral employment only if prior written approval is obtained from the Provost and Vice President for Academic Affairs (PVPAA). Such written approval must be renewed annually for continued collateral employment. This provision is necessary to comply with the Governor's Executive Order dated December 1, 1974:

"No employee shall engage in any other employment, nor in any private business, nor in the conduct of a profession, during the hours for which he is employed to work for the State, nor outside such hours in a manner or to an extent that affects or is deemed likely to affect his usefulness as an employee of the Commonwealth. It is incumbent on the appointing authority to see that employees are advised of this requirement and to take appropriate action to insure compliance with this rule."

References: Faculty Handbook 1982, 1986. Faculty Senate, March 13, 2014. Minutes of the Longwood Board of Visitors, July 16, 1982.

R. CRITERIA FOR FACULTY EVALUATION

I. General Criteria for Evaluation and Review

The professional lives of university faculty members traditionally have been characterized by expectations in the broad categories of teaching, scholarship, and service. Ideally the most effective members of the profession blend elements of these three components in many different combinations to achieve the overriding goal of stimulating student learning, which is of prime importance at Longwood University. Therefore, evaluation and review of tenured and tenure-track faculty for annual performance evaluation, post-tenure review, probationary review, tenure, and promotion should focus on continuing efforts by the faculty, throughout their professional careers, to integrate teaching, scholarship and service so as to develop an academic atmosphere in which learning is cherished by faculty and students alike. For the purposes of these criteria, the term “evaluation” refers to the annual performance evaluation conducted by department chairs for all full-time faculty and used for determining merit pay increases and that trigger post-tenure review. The term “review” refers to appraisals of faculty members initiated by both a department promotion and tenure committee and the department chair; faculty are reviewed during the probationary process, for tenure, for promotion, and in cases of post-tenure review.

II. Relationship Between General and Department Criteria

Recognizing that different academic disciplines have unique characteristics and demands, the following criteria for teaching, scholarship, and service are presented as guidelines from which individual departments will develop specific standards for annual performance evaluation, post-tenure review, probationary review, and reviews for tenure and promotion to any rank. (See [Section IV Guidelines for Faculty Evaluation and Review](#).) The Dean of the college and the Provost and Vice President for Academic Affairs (PVPAA) must approve departmental standards for faculty evaluation and review before they are implemented. Copies of the approved standards must be distributed to all departmental faculty in writing.

A. Teaching

In all personnel judgments, high quality teaching is the principal consideration. Each faculty member is expected to continuously refine his or her instructional knowledge base and methodology of delivery, constantly seeking the best way to foster student learning. To this end, all faculty members must present evidence of effective teaching which may be demonstrated by:

1. A current, sound knowledge base in the discipline reflecting continuous revision that improves course content.
2. Organized course preparation, including clear syllabi detailing objectives and expectations.
3. Organized preparation for each class, so that the course delivery flows as a cohesive whole.
4. Employment of a variety of teaching methodologies suited to the characteristics of each course, especially those that encourage discussion, promote skills, and develop critical thinking.

5. Demonstration of the ability to synthesize and correlate information, and to simplify complex topics.
6. Demonstration of effective, clear communication skills, and the ability to stimulate these skills in students.
7. Development of evaluation instruments that accurately assess the achievement of stated course objectives.
8. Consistency in grading, making assignments, and applying rules.
9. Consistency with the time requirements appropriate to the number of credit hours awarded.
10. Responsiveness to students in and outside the classroom.
11. High expectations for student achievement, and the provision of support that helps students meet these expectations.
12. Comprehensive student advising.
13. Enthusiasm for the discipline that transmits the excitement and value of learning.
 - a. Development of new courses and/or new curricula
 - b. Development of more effective measures of student learning
 - c. Development of more effective methodologies of content delivery
 - d. Direction of students in undergraduate research projects, master's thesis research, or internships
 - e. Incorporation into courses of information gained at appropriate professional meetings

B. Scholarship

As a community of scholars, the faculty is expected to impart to students an appreciation of the scholarly activity that forms the basis of knowledge in all disciplines. Recognizing that high quality scholarship takes time to mature, annual publication is not expected.

All tenured and tenure-track faculty members must present evidence of continuing scholarly activity as defined by each academic unit in their annual performance evaluation. Probationary faculty members must document, as part of their professional ~~file~~ **portfolio file**, an ongoing research agenda that will lead to peer-reviewed scholarship. Faculty members seeking tenure or promotion to any rank must present evidence of scholarly activity that adds to the pedagogical and/or disciplinary knowledge base and that has been disseminated to the professional community pertinent to their discipline.

The following list is not meant to be all-inclusive. In developing their guidelines, departments should consider other factors, such as accreditation standards and emerging technologies in publishing and presentation, when developing their departmental standards for scholarship.

- 1. Examples of scholarship that adds to the disciplinary knowledge base**
 - a. Presentation of new disciplinary knowledge at appropriate professional meetings
 - b. Publication of new disciplinary knowledge in appropriate journals, especially those that are refereed
 - c. Publication of books that add to disciplinary knowledge

- d. Performances or shows, especially juried or invitational, that are presented to public constituencies
- e. Design and execution of workshops that disseminate knowledge to public constituencies
- f. Successful development of grants
- g. Presentations open to the public, such as colloquia, that share new disciplinary knowledge
- h. Editing of a professional disciplinary journal
- i. Organizing and implementing a disciplinary lecture series
- j. Serving as a reviewer of professional journal articles and/or books

2. Examples of scholarship that adds to the pedagogical knowledge base

- a. Presentation of innovative teaching techniques at appropriate professional meetings
- b. Active participation in workshops and conferences for faculty development designed to invigorate teaching.
- c. Publication of innovative teaching techniques in appropriate journals, especially those that are refereed
- d. Publication of pedagogically related books
- e. Design and execution of workshops to improve teaching
- f. Successful development of grants
- g. Presentations open to the public, such as colloquia, that share new pedagogical knowledge
- h. Editing a professional journal devoted to pedagogy
- i. Organizing and implementing a lecture series related to pedagogy
- j. Serving as a reviewer for pedagogical journal articles and/or books

C. Service

Faculty members have a further obligation to share their expertise with students, their colleagues, and public constituencies in a variety of service settings. Faculty members undergoing annual performance review, post-tenure review, probationary review, and reviews for tenure and promotion to any rank must document activities that render service to the institution, community, and/or society at large, which may be represented by:

- 1. Consulting work, or presentations, to organized entities such as schools, industries, businesses, civic organizations, and clubs that adds to the knowledge base of these entities.
- 2. Participating membership on departmental, college wide, university wide, or professionally related committees.
- 3. Participation in University governance, including attendance at departmental, college, and university faculty meetings.
- 4. Holding office in state, regional, or national professional organizations.
- 5. Serving as the sponsor/advisor for student organizations.
- 6. Participation in activities that create, foster, and support connections among student groups, and between student groups and external constituencies.
- 7. Participation in activities that promote skill development in students outside the classroom.
- 8. Serving as coordinator of a program or interdisciplinary minor.

9. Coordinating assessment and/or accreditation activities.
10. Active participation in the recruiting of students.
11. Responsibility for a university facility.
12. Effective execution of special assignments requested by department chairs, deans, or other individuals associated with the University.

III. Evaluation of Reassigned Time for Administrative or Supervisory Duties

A number of faculty serve in administrative or supervisory capacities which involve the reassignment of their time from teaching duties to other duties. The evaluation of faculty with reassigned time for other duties should acknowledge this additional dimension of performance with an additional set of criteria. These criteria will vary, depending on the nature of the duties performed by the faculty member. The faculty member, the department chair, and the person supervising the reassigned time will establish appropriate alternate criteria depending on the nature of the duties associated with the reassigned time. This may involve separate evaluations from the department chair and the person supervising the reassigned time. A copy of this agreement will be given to the faculty member, chair, person supervising the reassigned time, college and the PVPAA. This sort of reassigned time should not be given to non-tenured tenure track faculty except in exceptional circumstances. If the reassigned time is outside the department then the person supervising the reassigned time will see that the department gets additional resources if necessary to cover duties previously performed by the faculty member.

IV. Evaluation of Faculty on Sabbatical Leave or in Faculty Connections

If a faculty member is granted a sabbatical or a connections leave in an upcoming academic year, then the faculty member and the Department Chair will establish appropriate criteria for evaluation at the end of the current academic year. Establishing these criteria may involve lowering minimum percentages of teaching, scholarship, and/or service in a typical faculty evaluation; the Chair and the college Dean must approve any such reductions. All criteria will be in writing, and a copy of these criteria will be given to the faculty member, Chair, college Dean and PVPAA.

If the sabbatical is for the full contract year, then the evaluation should be based exclusively on the parameters of the approved sabbatical. If the sabbatical is for one-half the contract year or the faculty member is part of the Connections program, then the evaluation of areas of teaching, scholarship, and/or service that are not related to the sabbatical or Connections will occur solely for the semester in which the faculty member is not on sabbatical or Connections. For areas of teaching, scholarship, and/or service that are part of the sabbatical or Connections, evaluation must include elements of faculty performance during both semesters.

V. Evaluation of Faculty on Other Types of Leave and/or Who Stop the Tenure Clock

When a faculty member goes on another type of leave (e.g., parental leave) and is seeking altered responsibilities, the faculty member should include these responsibilities in the request.

When a faculty member submits a request to stop the tenure clock (whether in conjunction with a leave or not), the request should include any altered responsibilities

in the request. The faculty member and the Department Chair will establish (or modify, depending on the timing of the request) appropriate criteria for evaluation at the end of the relevant academic year.

Altered criteria may involve lowering minimum percentages of teaching, scholarship, and/or service in a typical faculty evaluation; the Chair and the college Dean must approve any such reductions. All criteria will be in writing, and a copy of these criteria will be given to the faculty member, Chair, college Dean, and PVPAA.

References: Longwood Board of Visitors, April 23, 1999, June 8, 2018; Faculty Senate, March 2, 2017, November 30, 2017, February 1, 2018.

S. PROFESSIONAL PORTFOLIO AND CURRICULUM VITAE

Professional Portfolio: Each faculty member shall establish in his or her first year of service, and shall update annually, a professional portfolio for the use of the committees and individuals involved in review. The portfolio shall contain evidence of the candidate's credentials, teaching proficiency, and professional growth, including (where applicable):

1. The candidate's curriculum vitae in a form consistent with the model found below.
2. Up to five samples from the last five years of items listed under Scholarly Activities in the curriculum vitae.
3. The most recent syllabus for each course taught regularly.
4. All previously exchanged letters from both the Department Promotion and Tenure Committee and the Department Chair that have been forwarded to the appropriate Dean and the PVPAA (excluding those faculty applying only for promotion to Professor).
5. The computer summaries of data from student evaluation forms for the entire probationary period. For faculty applying for promotion to Professor, only the previous two years of student evaluations are included.
6. Such supplements and documentation as the written department procedures may specify.
7. No more than fifteen pages of additional material submitted by the candidate.
8. A self-evaluation of professional teaching development and a statement of teaching philosophy.

Curriculum Vitae: The curriculum vitae is to be maintained by the faculty member or librarian for use in promotion, probationary review, or tenure considerations. It becomes part of the candidate's professional portfolio and is to be returned to the candidate after consideration of promotion, probationary review, or tenure has been completed. The following information, in the outlined order, should be included when applicable:

Name	Date
Department	Date Appointed
Present Rank	Rank at Appointment

Date(s) of part-time employment at Longwood (if any)

Date(s) of leave of absence from employment at Longwood (if any)

I. Educational and Employment Data

A. Academic Preparation (begin with most recent)

Institution	Degree	Area/Specialization	Dates
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B. Title – Master’s Thesis:

C. Title – Doctoral Dissertation:

D. Academic Degree Programs or Special Courses of Study in Progress

Institution	Degree Sought	Present Status	Expected Completion Date
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E. Professional Licenses

Granting Agency	Date
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F. Academic Employment (begin with most recent)

Institution	Position	Dates
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G. Related Experience or Employment

Employer	Position	Dates
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H. Honors, Biographical Listings, Honorary Societies (give year)

I. Membership in Learned Societies or Professional Memberships (give year)

II. Professional Growth

A. Professional Responsibilities (give year)

1. Department
2. College
3. University
4. State
5. Region
6. National/International

B. Awards and Other Commendations (give dates)

C. Attendance at Convention, Conference, etc. (give year & type of participation)

D. Other Travel (give year & professional purpose)

III. Scholarly Activities (give year)

- A. Research
- B. Publications
- C. Contributions to the Arts
- D. Workshop Presentations
- IV. Service to University (give year)**
- V. Professional Service to Local Community (give year)**
- VI. Other Information**

Reference: minutes of the College Council, April 11, 1991; Faculty Senate, March 2, 2017.

T. ANNUAL PERFORMANCE EVALUATION

Annual evaluations are a part of an on-going process of faculty development and goal setting and are used to inform decisions about merit pay increases and post-tenure review. Annual evaluations must be conducted every year regardless of budgetary conditions surrounding merit pay increases. These annual evaluations do not supersede probationary, promotion, or tenure review decisions. However, faculty members should expect that the feedback from a department chair in an annual evaluation will reflect strengths and weaknesses highlighted in probationary, promotion and tenure letters, and vice versa.

Annual evaluations are based upon the accomplishments of faculty members in the areas of teaching effectiveness (including academic mentorship/advising); scholarship and professional activity; and service during the academic year preceding the time of evaluation. Student evaluations (see [Section IV, Q. Student Evaluation of Instruction](#)) may be used to indicate areas of development in teaching.

Utilizing the format at the end of this section, the Faculty Member shall outline/list his or her goals for Teaching (instructional delivery and academic mentorship/advising), Scholarship (research/performance/editorial work and professional activity), and Service (departmental, college and university) based on previous evaluations. A minimum weight of 50% for teaching, 10% for scholarship, and 10% for service must occur; the remaining 30% shall be distributed among the categories as determined by the Department Chair and the faculty member. For clinical educators and senior clinical educators, the minimum percentages should be 50% teaching, with the other 50% determined by other duties assigned and/or the goals of last year's evaluation.

The form shall be submitted to the Department Chair in electronic format by May 30. The Faculty Member has the option of requesting a meeting to clarify any issues. The Chair shall request a meeting with the Faculty Member if he or she has any concerns or questions about the goals. Failure of the Department Chair to request this meeting within two weeks of their submission implies the goals are acceptable and appropriate.

Before September 15 and during the first week of the spring semester, faculty may request a re-alignment of weightings and adjust goals. The Chair shall request a meeting with the Faculty Member if he or she has any concerns or questions about the goals.

Between April 1 and April 15, (specific date to be established by individual Department Chairs) the faculty member shall update the [annual evaluation form](#) and explain how each goal was accomplished and/or offer brief explanations of the status of each goal and send it electronically to the Department Chair. The Department Chair will respond to each criterion and provide an appropriate rating. Quality teaching, scholarship, and service will be evaluated as defined by university and departmental standards in [Section IV Guidelines for Faculty Evaluation and Review](#).

An overall rating of Fails to Meet Expectations, Meets Expectations, or Exceeds Expectations will be determined by examining all of the criteria and their respective weightings. The expectations referred to in the overall rating are based on the previous year's goals as well as departmental and university standards for quality teaching, scholarship, and service. The overall rating will serve as the basis for raises (if available) and post-tenure review. The Chair's completed evaluation will be provided to the faculty member by May 15. The Chair MUST schedule a meeting with the faculty member if any

area receives a score of “Fails to Meet Expectations” or if the Faculty Member requests it. That meeting must be completed by May 26.

Any Faculty Member who receives an overall rating of “Fails to Meet Expectations” in an annual performance evaluation shall work with the Department Chair to develop goals for the upcoming year to address relevant issues. If the Faculty Member is receiving an overall score of “Fails to Meet Expectations” for the second time in three years, he or she will be placed in Post-Tenure Review. (Refer to [Section III, BB. Post-Tenure Review.](#))

College Deans are responsible for ensuring equitable application of standards among college departments, and the Provost and Vice President for Academic Affairs (PVPAA) is responsible for ensuring the same equity throughout the University. The PVPAA and the Deans consider all available funds for faculty raises. Following the determination of available funds, the Deans shall, in consultation with their Department Chairs, develop specific monetary recommendations for salary increases.

Academic Year Timeline for Faculty Annual Performance Evaluation

<i>Date</i>	<i>Action</i>
September 15	Faculty Member may request a realignment of weightings and adjust goals submitted in May.
First week of spring semester	Faculty Member may request a realignment of weightings and adjust goals.
April 1 – April 15 (specific date to be established by individual Department Chairs)	Faculty Member shall submit the annual evaluation indicating their accomplishments or progress on each goal.
May 15	Department Chair shall address each criterion on <u>the annual evaluation</u> and return it to the Faculty Member .
May 26	Deadline for a Faculty Member to meet with the Department Chair about aspects of the annual evaluation, including ratings.
May 30	In preparation for the next academic year, Faculty Member shall outline goals and submit them electronically to the Department Chair , utilizing the annual evaluation form.
June 2	Copies of annual evaluations will be sent to the appropriate college Dean . In the case of an overall evaluation of “Fails to Meet Expectations,” a copy will also be sent to the PVPAA .
July 1	Faculty contracts issued.

References: Faculty Senate April 1999, March 14, 2013; Board of Visitors, April 23, 1999; June 15, 2001, March 2, 2017, June 8, 2018.

Form for Faculty Annual Performance Evaluation

FACULTY ANNUAL PERFORMANCE EVALUATION
May 13, 20__ - May 12, 20__

NAME (printed and signed) _____

The overall rating will serve as the basis for raises (if available) and post-tenure review. Thirty percent shall be distributed among the categories as determined by the Department Chair and the faculty member. When establishing the 30% allocation, the Department Chair and faculty member will consider the requirements of external accrediting agencies or other factors specific to the Department and/or College. This may affect the overall weights and therefore final rating. Department-specific criteria are available in Section IV.

[SECTION IV – GUIDELINES FOR FACULTY EVALUATION AND REVIEW](#)

Mid-year hires should be evaluated on the performance of the spring semester. For lecturers and senior lecturers, the minimum percentages should be 90% teaching, with the other 10% determined by other duties assigned and/or the goals of last year's evaluation. For clinical educators and senior clinical educators, the minimum percentages should be 50% teaching, with the other 50% determined by other duties assigned and/or the goals of last year's evaluation.

Department Chairs shall submit a copy of this form to the Dean.

I. TEACHING (Weight 50% + ____%)

- A. Instructional Delivery
- B. Academic Mentorship/Advising

1. Faculty goals/accomplishments

2. Chair's response and rating:

Exceeds expectations
Meets expectations
Fails to meet expectations

II. SCHOLARSHIP (Weight 10% + ____%)

- A. Research/Performance/Editorial Work
- B. Professional Activity

1. Faculty goals/accomplishments

2. Chair's response and rating:

Exceeds expectations
Meets expectations
Fails to meet expectations

III. SERVICE (Weight 10% + _____%)

Departmental, College, University, Professional, and Community

1. Faculty goals/accomplishments

2. Chair's response and rating:

Exceeds expectations
Meets expectations
Fails to meet expectations

IV. OVERALL RATING – Chair's response/rating:

Exceeds expectations
Meets expectations
Fails to meet expectations

Department Chair's suggested goals for implementation (not required):

References: Minutes of the Faculty Senate March 14, 2013, March 2, 2017.

U. PROBATIONARY REVIEW OF TENURE-TRACK FACULTY

The standard probationary period for new faculty members is six years but may be altered at the time of appointment. Because instructors reside in tenure-track lines, the review of instructors follows the procedures and timelines below. Refer to [Section III.J. Selection, Appointment and Reappointment of Faculty](#) for more information.

The purpose of this review is to evaluate the probationary faculty member's professional skills and to enable the reviewing committee to make accurate and constructive ~~reports~~ **recommendations** to the candidate, the Department Chair, the Dean, and the Provost and Vice President for Academic Affairs (PVPAA). The Department Promotion and Tenure Committee and the Department Chair review probationary faculty under the conditions described below.

1. **Professional Portfolio:** Each probationary faculty member shall establish in his or her first year of service, and shall update annually, a professional portfolio for the use of the committees and individuals involved in review. The portfolio shall contain evidence of the candidate's credentials, teaching proficiency, and professional growth. Details about the items to be included in the portfolio are in [Section III, S. Professional Portfolio and Curriculum Vitae](#).
2. **Electronic Portfolio:** Departments may choose to allow or require electronic submission of materials for the portfolio. The format chosen for submission of electronic portfolios by the department must conform to privacy policies established by the University. Access must be limited at each stage of the process to those with authority in the promotion and tenure process at that point (the candidate, members of the Department Promotion and Tenure Committee, Department Chair, Dean, PVPAA, President, Board of Visitors). When electronic portfolios are used, letters from the Department Promotion and Tenure Committee, Department Chair, Dean, PVPAA, President, and Board of Visitors will be provided in hard copy as well as electronically.
3. **First-Year Review:** During the first semester, the Department Promotion and Tenure Committee meets with the probationary faculty member to set expectations and to discuss the probationary review process. The Department Chair may assign a faculty member to mentor the probationary faculty member during the first year. The first-year review shall be limited to a consideration of teaching effectiveness and participation in department activities as defined by departmental standards in [Section IV Guidelines for Faculty Evaluation and Review](#). The timetable for the first-year review is found at the end of this section.
4. **Review Criteria:** The Department Promotion and Tenure Committee and the Department Chair shall separately review the probationary faculty member during the first, second, third, fourth, and fifth years of full time teaching. The review shall discuss the candidate's credentials and performance, identifying strengths and making suggestions for improvement. Except for the first year, the review shall be in terms of the following criteria:
 - a. Possession of the recognized terminal degree.
 - b. Quality teaching, service and scholarship as defined by University and departmental standards in [Section IV Guidelines for Faculty Evaluation and Review](#).

5. All probationary reviews shall be conducted by the dates specified on the timetable found at the end of this section. Probationary faculty members may not decline probationary reviews nor prevent the specified communication of the ~~reports~~ results of those reviews. ~~The Department Chair and the Department Promotion and Tenure Committee address their recommendations to the faculty member. The chair and the committee exchange these letters of recommendation and forward copies of their respective letters to the candidate. Following any necessary appeals as specified in the timetable, the Department Chair and the Department Promotion and Tenure Committee each forward copies of their final recommendation letters to the appropriate dean and the PVPAA. These copies will be maintained in those offices.~~
6. **Classroom Performance:** In addition to reviewing materials contained in the candidate's professional portfolio, the Department Promotion and Tenure Committee members and the Department chair, when feasible, shall observe the candidate's classroom performance within the following guidelines:
 - a. Normally, classroom visits should be scheduled in advance. The full class period should be observed. The candidate may wish to brief the visitor concerning the plans for that period.
 - b. The recommendations shall include a detailed report on the observation(s).
- ~~7. **Written Report:** The probationary review by the Department Promotion and Tenure Committee shall result in a written report. The written report shall contain at least the committee's findings as to the probationary faculty member's professionally relevant strengths and any aspects of the member's performance which might discourage the eventual making of an offer of tenure if not corrected. In first-year review, the review will be confined to the considerations set forth above.~~
8. Members of the department, including the chair, may provide signed information in writing to the Department Promotion and Tenure Committee on the candidate's performance and activities. The committee shall share such information with the candidate.
- ~~9. The Department Chair and the Department Promotion and Tenure Committee address their letters of recommendation to the faculty member. Each letter shall contain at least the findings as to the probationary faculty member's professionally relevant strengths and any aspects of the member's performance which might discourage the eventual making of an offer of tenure if not corrected, including classroom observation feedback. In first-year review, the review will be confined to the considerations set forth above.~~
10. The Department Chair's and the Department Promotion and Tenure Committee's ~~letters reports summarizing their reviews~~ shall contain explicit recommendations as to whether the probationary faculty member's contract should be renewed.
- ~~11. The chair and the committee exchange these letters and the Department Chair forwards copies of both letters to the faculty member. Following any necessary reconsiderations or appeals as specified below and in the timetable, the Department Chair forwards copies of the final recommendation letters to the appropriate dean and the PVPAA. These copies will~~

be maintained in those offices and become part of the professional portfolio.

12. **Reconsideration of Review:** A probationary faculty member may request that the Department Promotion and Tenure Committee and/or the Department Chair reconsider their respective conclusions before the letters are forwarded to the Dean. The faculty member may also enter a statement of exception or clarification into the ~~review~~ professional portfolio, and such letter shall become a part of the portfolio.
- a. A request for a reconsideration must be made in writing and within five calendar days of the faculty member's receipt of the Department Promotion and Tenure Committee's or the Department Chair's ~~report~~ letter, whichever is to be the subject of the reconsideration. The request shall be delivered to the committee chair if the committee's ~~report~~ letter is to be reconsidered or to the department chair if the chair's ~~report~~ letter is to be reconsidered. No initial ~~report~~ letter is to be forwarded to the Dean or PVPAA before the expiration of such five-day period. If amendments to the initial ~~report/s~~ letter(s) of the committee and/or chair are ultimately made, the amended ~~report~~ letter shall become part of the ~~file~~ portfolio and the original ~~report~~ letter shall be purged immediately.

- b. A letter of exception or clarification may be entered by the faculty member within five calendar days of his or her having received an original or amended department-level ~~review report~~ letter (from the Department Chair or Department Promotion and Tenure Committee), ~~whichever occurs later~~. The department-level ~~report letter~~ shall not be forwarded to the dean or PVPAA prior to the expiration of such ~~five-day~~ period, ~~notwithstanding~~. Further, no review summary to which such letter pertains shall be forwarded to either the dean or the PVPAA without being accompanied by the letter of clarification or of exception. The faculty member shall provide copies of the letter to all persons who had previously participated in that particular review. ~~Such a letter will also become part of the professional portfolio.~~

13. **Access to Documents:** Probationary faculty members shall have access to the documents which comprise their ~~respective~~ review ~~files~~ according to the following provisions:

- a. The faculty member involved may retain originals or copies of all probationary review ~~documents reports or other pertinent review materials~~. The department chair shall retain copies or originals, which were submitted to or gathered by the department tenure committee during the course of the reviews.
- b. Except when needed by the Department Promotion and Tenure Committee/s, the Dean, and/or the PVPAA for purposes of either considering whether to renew a probationary contract or for purposes of a promotion or final tenure review, all such retention by the Department Chair shall continue until at least such time as:
 - (1) The probationary faculty member is promoted or is awarded tenure, or
 - (2) All procedures or opportunities, whether provided by the University directly or otherwise under state law, for appealing a final decision not to award tenure or a continuing probationary contract have expired, been exhausted, or been waived by the faculty member, whichever occurs last.
- c. Prior to the destruction of any documents ~~associated with the review in the file~~, they shall be offered without charge to the faculty member for his or her own purposes; in the case of materials submitted electronically, documents will be archived.
- ~~d.~~ The faculty member shall have access to, and may make copies of, all other materials obtained by the Department Promotion and Tenure Committee during the course of its probationary reviews of that faculty member. ~~Student evaluation forms shall be considered the property of the faculty member and shall be promptly returned to the faculty member by the Department Promotion and Tenure Committee following the conclusion of each annual probationary review. Statistical summaries of the evaluations may be retained in the file.~~
- e. No person or organization other than the probationary faculty member, the members of the Department Promotion and Tenure Committee, the Department Chair, the primary department secretary, the Dean, the PVPAA, the President, the members of the Board of Visitors, or the University's legal representation may have access to the ~~file~~ portfolio without the written consent of the faculty member.

References: Faculty Handbook, 1982, 1986; Organization of Teaching Faculty, December 5, 1985; December 4, 1986; March 5, 1987; January 14, 1988; November 10, 1988;

Longwood College Board of Visitors, July 16, 1982; April 7, 1988, April 23, 1999; Board of Visitors, June 15, 2001, June 18, 2004, June 14, 2013; Faculty Senate, April 8, 2004; April 26, 2012, April 11, 2013; February 4, 2016, March 2, 2017, April 5, 2018.

Timetable for Probationary Review of Tenure-Track Faculty in Their First Year of the Probationary Period and for Review of Clinical Educators and Lecturers

If any date falls on a weekend or University recognized holiday, the due date is the next business day.

<i>Fall Semester</i>	<i>Action</i>
Beginning of contract period	Department Chair gives all new faculty copies of department policies on and observation timeframe for probationary review. Department Promotion and Tenure Committee meets with the probationary faculty member during the first semester to set expectations and to discuss the probationary review process.
By August 29	Department Chair provides to Chair of Department Promotion and Tenure Committee a list of tenure-track faculty in their first year of teaching, clinical educators and lecturers .
By December 9	Probationary candidates submit files portfolio to Department Chair (or to Chair of the Department Promotion and Tenure Committee if candidate is the Department Chair).
By December 10	Department Chair provides the Chair of the Department Promotion and Tenure Committee the files portfolio of probationary tenure-track faculty in their first year of teaching, clinical educators, and lecturers .
By December 15	Department Promotion and Tenure Committee circulates files portfolios of probationary review faculty, clinical educators and lecturers , to members and notifies probationary faculty members of any missing items. All missing materials must be submitted by the candidate within one week of notification.
By December 22	The file portfolio is now considered complete; no new materials may be added except for a letter of exception or clarification as provided in [11b] above, Section III, Z.- Procedures for Promotion and Tenure, item 1.i, and student evaluations as soon as they are available.
<i>Spring Semester</i>	<i>Action</i>
By January 27	Department Chair and Department Promotion and Tenure Committee exchange letters of recommendation for first-year probationary tenure-track faculty members, clinical educators or lecturers . The recommendation letter is to be addressed to the faculty member. Department Chair forwards copies of both letters to the probationary faculty member.

Commented [11]: Teresa, I am not sure if this will be or 12b after the edits above are formatted properly. It is Reconsideration of Review section.

By February 3	Department Promotion and Tenure Committee and/or Department Chair meets with any first-year probationary faculty member, clinical educator, or lecturer receiving negative recommendation, if requested.
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By February 8	Candidate files written request of reconsideration of a negative recommendation with Department Promotion and Tenure Committee and/or Department Chair .
By February 15	Department Promotion and Tenure Committee and/or Department Chair replies in writing to any written requests for reconsideration of negative recommendations.
By February 21	Copies of final probationary review letters from the Department Chair and the Department Promotion and Tenure Committee for first-year probationary faculty members, clinical educators, or lecturers are sent by the Department Chair to the Dean and PVPAA .
By February 28	If recommending that a contract not be renewed for tenure-track faculty in their <i>first year</i> of employment, the Dean writes a letter to the PVPAA with a copy to the candidate, Department Chair , and Department Promotion and Tenure Committee .
By March 5	Candidate may file a written request for reconsideration of terminating contract with Dean .
By March 12	Dean replies in writing to any written request for reconsideration. Dean sends letters of recommendations and files portfolios to the PVPAA .
By March 19	For candidates who have not filed for reconsideration of their cases, the PVPAA sends contract recommendations to the President , with a copy to the candidate, Department Chair , Department Promotion and Tenure Committee Chair, and respective Dean . For candidates with a recommendation from the Dean for a terminating contract or for not renewing a contract, the PVPAA completes recommendation and writes letter to candidate, Department Chair , Department Promotion and Tenure Committee Chair, and respective Dean . Letters are to be addressed to the candidate.
March Board Meeting	Board of Visitors acts on contract recommendations from President .
By March 24	If applicable, candidate files written request for reconsideration of terminating contract with PVPAA .
By March 31	PVPAA replies in writing to any written request for reconsideration of terminating contract.
By April 5	Candidate may request a hearing by the Faculty Status and Grievances Committee regarding the recommendation for terminating contract.

By April 20	If the Faculty Status and Grievances Committee has granted a hearing, it provides its report to the President , with a copy to the PVPAA . If the candidate has requested a hearing by April 5, but the Status and Grievances Committee believes it will be unable to complete its report by April 20, the Committee and the candidate may jointly ask for a delay. In such cases, the PVPAA and the President will normally postpone action on the case until the Status and Grievances Committee has completed its report, and the Board of Visitors will postpone action on the case until its summer Board meeting.
By April 27	PVPAA sends contract recommendation to the President , with a copy to the candidate, Department Chair, Department Promotion and Tenure Committee Chair , and the respective Dean .
By May 1	Completion of any delayed appeal by candidate(s) to PVPAA or President . Completion of election of members and officers of Department Promotion and Tenure Committee for following year.
By May 2	PVPAA provides Dean of the college and Department Chair list of faculty eligible for promotion and/or tenure the following year, and Department Chair provides list to department members and Chair of Department Promotion and Tenure Committee .
By May 5	President notifies candidate, Department Chair, Department Promotion and Tenure Committee Chair , and the respective Dean of the disposition of the case. The letter is to be addressed to the candidate.
Summer Board Meeting	Board of Visitors acts on contract recommendations from President .

***Timetable for Probationary Review of Tenure-Track Faculty in Their
Second through Fifth Years of Probationary Period***

If any date falls on a weekend or University recognized holiday, the due date is the next business day.

<i>Fall Semester</i>	<i>Action</i>
Beginning of contract period	Department Chair gives to all faculty copies of the department policies on probationary review and promotion and tenure review. Department Promotion and Tenure Committee meets with probationary faculty members during the first semester to set expectations and to discuss the probationary review process.
By August 29	Department Chair provides to Chair of Department Promotion and Tenure Committee a list of tenure-track faculty in their first year of teaching, faculty in the probationary review period, and faculty who wish to be considered for tenure and promotion.
By September 3	Promotion and tenure candidates and probationary candidates in their second through fifth year submit files portfolios to Department Chair (or to Chair of the Department Promotion and Tenure Committee if candidate is the Department Chair).
By September 8	Department Promotion and Tenure Committee circulates files portfolios of promotion and tenure candidates and probationary candidates to members and notifies candidates of any missing items. All missing materials must be submitted by the candidate within one week of notification.
By September 15	Portfolios Files are now considered complete; no new materials may be added except for a letter of exception or clarification as provided in <u>Section III, Z. Procedures for Promotion and Tenure, item 4.i. 11b above.</u>
By October 22	Department Promotion and Tenure Committee returns file portfolio of probationary candidates to Department Chair .
By October 29	Department Chair and Department Promotion and Tenure Committee exchange letters of recommendation for probationary faculty members in their second through fifth years. Department Chair forwards copies of both letters to the probationary faculty member. The recommendation letter is to be addressed to the probationary faculty member.
By November 3	Department Promotion and Tenure Committee and/or Department Chair meets with any probationary faculty member receiving negative recommendation, if requested.
By November 10	Probationary candidate files written request for reconsideration of a negative recommendation with Department Promotion and Tenure Committee and/or Department Chair .

Commented [12]: Same comment might be 12b

By November 17	Department Promotion and Tenure Committee and/or Department Chair replies in writing to any written requests for reconsideration of negative recommendations for probationary candidates.
By November 22	A letter of exception or clarification may be entered by the probationary candidate within five calendar days of his or her having received an original or amended department level review report, whichever occurs later. The faculty member shall provide copies of the letter to the Department Promotion and Tenure Committee and Department Chair.
By November 23	Copies of final probationary review letters from the Department Chair and Department Promotion and Tenure Committee for probationary faculty members in their second through fifth years are sent by the Department Chair to the Dean and PVPAA , accompanied by any letters of exception or clarification provided by the candidate.
By November 30	If recommending that a contract not be renewed for tenure-track faculty in their <i>second year</i> of employment, or if recommending a terminating contract for tenure-track faculty in their third through fifth years of employment, the Dean writes a letter to the PVPAA with a copy to the candidate, Department Chair , and Department Promotion and Tenure Committee .
By December 7	Probationary candidates may file a written request for reconsideration of terminating contract with Dean .
By December 14	Dean replies in writing to any written requests for reconsideration of terminating contracts for probationary candidates. Dean sends recommendations and files portfolios to the PVPAA .
Spring Semester	Action
By January 4	For candidates in their second through fifth year with a recommendation for a terminating contract or for not renewing a contract from the Dean , the PVPAA completes recommendation and writes letter to candidate , Department Chair , Department Promotion and Tenure Committee Chair , and respective Dean . Letters are to be addressed to the candidate.
By January 7	If applicable, candidate files written request for reconsideration of terminating contract with PVPAA .
By January 12	PVPAA replies in writing to any written request for reconsideration of terminating contract.
By January 17	Candidate may request a hearing by the Faculty Status and Grievances Committee regarding the recommendation for terminating contract.

By February 7	If the Faculty Status and Grievances Committee has granted a hearing, it provides its report to the President , with a copy to the PVPAA . If the candidate has requested a hearing by January 17, but the Status and Grievances Committee believes it will be unable to complete its report by February 7, the Committee and the candidate may jointly ask for a delay. In such cases, the PVPAA and the President will normally postpone action on the case until the Status and Grievances Committee has completed its report, and the Board of Visitors will postpone action on the case until its summer Board meeting.
By February 12	PVPAA sends contract recommendation to the President , with a copy to the candidate, Department Chair, Department Promotion and Tenure Committee Chair , and the respective Dean .
By February 17	President notifies candidate, Department Chair, Department Tenure Committee Chair , and the respective Dean of the disposition of the case. The letter is to be addressed to the candidate.
March Board Meeting	Board of Visitors acts on contract recommendations from President .
By May 1	Completion of any delayed appeal by candidate(s) to PVPAA or President . Completion of election of members and officers of Department Promotion and Tenure Committee for following year.
By May 2	PVPAA provides Dean of the college and Department Chair list of faculty eligible for promotion and/or tenure the following year, and Department Chair provides list to department members and Chair of Department Promotion and Tenure Committee .

V. REVIEW OF CLINICAL EDUCATORS AND LECTURERS

1. Persons employed as clinical educators and lecturers are not eligible for tenure and are therefore not classified as "probationary faculty." However, all clinical educators and lecturers shall be reviewed by the Department Promotion and Tenure Committee and the Department Chair.
2. The review of clinical educators and lecturers shall be defined by departmental standards in [Section IV Guidelines for Faculty Evaluation and Review](#).
3. Reviews of lecturers and clinical educators will be carried out on the same timetable as those for probationary tenure track faculty in their first year of employment. The timetable is found in [Section III. U. Probationary Review of Tenure Track Faculty](#).
4. In the event that the semester during which the clinical educator or lecturer is to be reviewed occurs other than during the regular academic year, the chair of the relevant department may arrange with the appropriate college Dean for an alternate review schedule.
5. Senior clinical educators and senior lecturers are reviewed according to the same timeline above in each second year of their two-year rolling contract.
6. ~~The Department Chair and the Department Promotion and Tenure Committee shall also transmit at that time a copy of their respective reviews and a copy of the recommendation to the clinical educator or lecturer involved.~~ The Department Chair and the Department Promotion and Tenure Committee shall transmit to the appropriate dean (a) a ~~written summary of~~ letter that contains their respective reviews, and
(b) a recommendation regarding the possible future employment of the lecturer or clinical educator by the University. ~~The Department Chair and the Department Promotion and Tenure Committee shall also transmit at that time a copy of their respective reviews and a copy of the recommendation to the clinical educator or lecturer involved.~~ After review, the Dean shall transmit these materials to the PVPAA.

Faculty Senate; February 3, 2011, March 2, 2017; Longwood College Board of Visitors, July 16, 1982; April 7, 1988, April 23, 1999; Board of Visitors, March 25, 2011.

W. REVIEW OF ADJUNCT AND PART-TIME FACULTY

1. Persons employed as adjunct faculty and Longwood administrative and professional faculty who are teaching on a part-time basis are not eligible for tenure and are therefore not classified as "probationary faculty." However, all adjuncts and part-time faculty shall be reviewed annually by the Department Chair (or her/his designee).
2. Review of adjunct and part-time faculty members is required each year (Fall, Spring, Summer). All adjunct and part-time faculty members are evaluated by the Department Chair (or his/her designee) in the first semester that they teach of any given year (Fall, Spring, Summer).
3. The review of the adjunct and part-time faculty shall be limited to a consideration of teaching effectiveness as defined by departmental standards available from the department chair (see [Section III. R. Criteria for Faculty Evaluation and Review](#), item I) and of appropriate participation in department activities.
4. The chair shall review adjunct and part-time faculty within his or her department according to the time schedule below. The chair shall transmit a ~~dated~~ recommendation letter to the adjunct or part-time faculty member, copied to the appropriate dean. Each recommendation letter will include (a) a summary of the chair's review, including the methods used to determine the adjunct's qualifications and suitability, and (b) a recommendation regarding the possible future employment of the adjunct or part-time faculty member by the University in a teaching capacity.

References: [Faculty Handbook](#), 1982, 1986; [Organization of Teaching Faculty](#), December 5, 1985; December 4, 1986; March 5, 1987; January 14, 1988; November 10, 1988; [Faculty Senate](#); February 3, 2011, April 24, 2014, March 2, 2017; [Longwood College Board of Visitors](#), July 16, 1982; April 7, 1988, April 23, 1999; [Board of Visitors](#), March 25, 2011; [References: Faculty Senate](#); April 24, 2015, March 2, 2017.

Timetable for Review of Adjunct and Part-Time Faculty

Dates given below are for all semesters, and should be adapted to meet each individual case. If any date falls on a weekend or University recognized holiday, the due date is the next business day.

<i>Fall Review</i>	<i>Action</i>
By January 26	Department Chair completes review of fall semester adjunct and part-time faculty.
By January 31	Department Chair sends a dated recommendation letter to each such adjunct and part-time faculty member , copied to the Dean of the college.
<i>Spring Review</i>	<i>Action</i>
By May 19	Department Chair completes review of spring semester adjunct and part-time faculty who were not evaluated in the previous fall.
By May 24	Department Chair sends a dated recommendation letter to each such adjunct and part-time faculty member , copied to the Dean of the college.
<i>Summer Review</i>	<i>Action</i>
By August 26	Department Chair completes review of summer adjunct and part-time faculty who weren't evaluated in either the previous fall or the previous spring.
By August 31	Department Chair sends a dated recommendation letter to each such adjunct and part-time faculty member , copied to the Dean of the college.

X. TENURE

1. **General Provisions:** An appointment with tenure is an appointment by Longwood University which is continuous and permanent in nature. Tenure must be earned and awarded and is not a right accrued by employment at the University for any period of time. Tenure may be terminated by the University for cause, such as but not limited to, serious misconduct or incompetence, retirement, or academic or financial exigency. Academic exigency is defined as an academic need which cannot be met by existing departmental personnel.
2. Vice presidents, deans, department chairs, directors, and faculty assigned to administrative offices or duties shall not acquire tenure in such offices and duties, and relief from such assignments, per se, shall not affect the teaching status and tenure of those individuals. Persons appointed to the positions of Provost and Vice President for Academic Affairs (PVPAA) or Dean may be granted faculty tenure on appointment if so recommended by the appropriate Department Promotion and Tenure Committee and Department Chair. This tenure review shall be completed prior to the position being offered to a finalist.
3. Each department in the University shall establish a standing Promotion and Tenure Committee consisting of at least three full-time, tenured faculty members. In the event that a department has fewer than three eligible members, the department shall select committee members from the tenured faculty at large (except its own chair). This committee shall review probationary faculty members, applications for promotion, and non-tenure track full-time faculty members.
4. Tenure review is based on a significant period of full-time teaching, scholarship and service. Tenure review is a one-time process. A candidate may withdraw but may not reenter the process. The probationary period for tenure shall be six years. Successful candidates are normally awarded tenure at the beginning of their seventh year of full-time employment. Exceptions to this policy must be specified in a faculty member's initial contract.
5. For faculty members without prior college-level teaching experience, the award of tenure is to be concurrent with promotion to the rank of Associate Professor.
6. The criteria for tenure include the recognized terminal degree, six years of effective teaching, scholarly activity and service. The candidate's record must indicate a continuing pattern of success in these criteria areas and potential for further growth and achievements. Tenure evaluation will be based on:
 - a. Possession of the recognized terminal degree.
 - b. Quality teaching, scholarship and service as defined by University and departmental standards in [Section IV Guidelines for Faculty Evaluation and Review](#).
 - c. Evidence of a record of scholarly activity recognized by disciplinary peers outside the institution, including one peer-reviewed contribution relevant to the discipline, and potential for further professional and scholarly growth. Peer-reviewed contribution means notable creative work and/or notable professional publication or achievement as defined by each academic unit.

7. Procedures for tenure consideration are outlined in [Section III, Z. Procedures for Tenure and Promotion to All Ranks](#). All parties involved in the decision making process shall follow these procedures, and the time table specified below. Each department may draft and formally approve additional policies and procedures for the evaluation of faculty members. Approval by the PVPAA is required before implementation.

POLICY ON STOPPING THE TENURE CLOCK

1. **General Provisions:** Tenure-track faculty members normally have a probationary period between the time they begin employment and the tenure decision. Modifications in the length of this period from that specified in the letter of offer take the form of a one-year *stop in the tenure clock*, in which the employee
 - a. postpones the next scheduled reappointment review for a year, and
 - b. agrees to a one-year postponement in the latest date for the tenure decision.

No more than one extension of the probationary period shall be granted.

2. **Reasons for stopping the clock:** Stops in the clock are neither routine nor automatic. They are possible only in certain exceptional cases. There are essentially two criteria for stopping the clock:
 - a. Childbirth or adoption of a child. One or both parents or guardians may apply.
 - b. Other factors beyond the employee's control that significantly detract from the employee's academic record. Although it is not possible to enumerate all of these factors, a few examples include (a) severe illness or disability, (b) natural disasters such as floods or fires, and (c) faculty who have taken leave under the Family Medical Leave Act.
3. Failure to make adequate progress toward tenure is not an adequate justification for stopping the clock.
4. **The Process:** Stopping the clock requires an explicit, written request from the affected employee submitted to the Department Promotion and Tenure Committee and the Department Chair simultaneously. The request must specify the reason for stopping the clock. The written request need not reveal highly personal details; however, the employee should be willing to provide enough information to make a persuasive case under one of the criteria listed above. Part of the written request must include any alterations to the criteria for the annual faculty evaluation. Altered criteria may involve lowering minimum percentages of teaching, scholarship, and/or service in a typical faculty evaluation; the Chair and the college Dean must approve any such reductions. The Department Chair must then forward the request, with the independent recommendations of the Department Promotion and Tenure Committee and the Department Chair, to the college Dean. The Department Promotion and Tenure Committee should not address any requested alterations to the annual evaluation criteria. The college Dean then forwards the request, with a recommendation, to the Office of Academic Affairs. The PVPAA shall notify the employee in writing of the decision, and send copies of the decision to the Dean, Department Chair, and

Department Promotion and Tenure Committee. All decisions shall be handled expeditiously.

Additional Information: The following remarks may help answer some questions that frequently arise about stopping the clock.

- a. Academic Affairs will not approve requests retroactively. The request must be made within one year after commencement of the exceptional circumstances and prior to the submission of the tenure ~~file~~ portfolio.
- b. The fact that an employee's tenure clock has been stopped has no bearing on the tenure decision other than its timing. In particular, there is no penalty for stopping the tenure clock.
- c. It is the employee's responsibility to request a clock stop. However, no employee is compelled to ask for or accept a stop in the clock. Department chairs and deans may notify employees of the university's policy when a particular employee encounters an event fitting one of the criteria listed above.
For example, it is reasonable to remind a woman who is expecting a child that she can stop the tenure clock.
- d. The clock will not automatically stop during a leave of absence without pay. An employee taking leave without pay may request a clock stop, provided at least one of the criteria listed above applies. In this case the normal procedure is to request the clock stop before the leave of absence begins.

POLICY ON EXTENDING THE TENURE CLOCK FOR COVID-19

Faculty members employed as tenure-track faculty in 2019-20 and continuing as tenure-track faculty in 2020-21 have the option to extend the timeline of their decision for tenure and promotion to associate professor (hereafter, tenure decision date) by one year. This option is intended to ameliorate any negative effects on research and service caused by the COVID-19 pandemic. This provision does apply to faculty who have previously negotiated shortened tenure decision dates.

Eligible faculty wishing to choose this one-year extension to their tenure decision date must elect to do so in written format to the chair of their department promotion and tenure committee, their department chair, their college dean, and the Provost and Vice President for Academic Affairs (PVPAA). The written choice to extend the tenure decision date must be received in Academic Affairs prior to August 1, 2020 (for those faculty whose tenure decision date is 2020-21) or December 15, 2020 (for all other eligible faculty). Academic Affairs will acknowledge receipt of the choice. This one-year extension to the tenure decision date will be reflected in future contracts. Once chosen, this option cannot be revoked.

Faculty choosing this one-year extension:

- will still undergo promotion and tenure review in each year they are on the tenure-track.
- will have no adverse effects or penalties at any level of the promotion and tenure decision process placed on them because of this choice.
- may also separately utilize the policy on stopping the tenure clock. That policy's

restriction of only one extension via that policy remains in effect but has no bearing on this COVID-19 extension.

References: Faculty Handbook 1982, 1986; Organization of Teaching Faculty, December 5, 1985; April 24, 1986; March 5, 1987; January 14, 1988; November 10, 1988; College Council, January 23, 1992; Longwood College Board of Visitors, July 16, 1982; April 7, 1988; February 3, 1992, April 23, 1999, June 13, 2009, June 14, 2013; Faculty Senate 2000, 2009, April 11, 2013, March 2, 2017, February 1, 2018, April 5, 2018, April 23, 2020; Board of Visitors, June 10, 2017, June 8, 2018.

Y. PROMOTION TO ALL RANKS

1. General Provisions:

Promotion decisions are made by the Provost and Vice President for Academic Affairs (PVPAA), subject to approval by the President and the Board of Visitors, upon the recommendation of the appropriate college Dean, the Department Chair, and the Department Promotion and Tenure Committee. These recommendations must comply with the criteria in this section and follow the timetable in [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#) and the procedures set forth in [Section III, Z. Procedures for Tenure and Promotion to All Ranks](#). Candidates may withdraw from consideration at any time prior to final action by the Board of Visitors upon written notification to the department chair, who shall notify the appropriate parties.

- a. Each department in the University shall establish a standing Promotion and Tenure Committee to review faculty for promotion, tenure and probationary review. Departments may choose to establish a separate committee consisting only of Professors to review a promotion application for a candidate to Professor. In the year a faculty member is seeking promotion to Professor, if there is not a separate committee for review of candidates for Professor, he or she shall not serve on the Department Promotion and Tenure Committee.
- b. At the beginning of the fall semester, each department chair shall provide to the Department Promotion and Tenure Committee a list of those to be considered for promotion.
- c. Separate written recommendations shall be made by the Department Chair and the Department Promotion and Tenure Committee. Both recommendations shall be transmitted to the candidate by the date specified in [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#).
- d. The candidate is notified of the recommendations at each level of review, and may withdraw from consideration at any level.
- e. The Department Chair transmits the recommendations of the Promotion and Tenure Committee and the Department Chair, accompanied by the professional ~~file~~ portfolio, to the Dean.
- f. These recommendations and the ~~portfolio file~~ portfolio are reviewed by the Dean. The recommendations of the Dean, the Department Chair, and the Department Promotion and Tenure Committee are transmitted by the Dean to the PVPAA, whose decision, subject to approval by the President and Board of Visitors, is final.
- g. Each department may draft and formally approve standards for the evaluation of faculty members, which must be approved by the Dean of the college and the PVPAA before implementation. Copies of the approved standards must be distributed to all departmental faculty in writing.

2. For faculty members without prior college-level teaching experience, the award of tenure is to be concurrent with promotion to the rank of Associate Professor.

3. General Criteria for Promotion to All Ranks:

- a. Possession of the recognized terminal degree.

- b. Quality teaching, service and scholarship as defined by University and departmental standards available from Department Chair. ([See Section III, R. Criteria for Faculty Evaluation](#))
- c. Employment as a member of the faculty at Longwood University for no less than one academic year prior to consideration for promotion.

4. Specific Criteria for Promotion to Each Rank (including Librarians):

- a. **Associate Professor** -- In addition to meeting the general criteria for promotion, the candidate shall provide evidence of professional achievement which is recognized outside the institution, and potential for further professional growth. The candidate must have completed five years of full-time tenure-track college teaching (or academic librarianship in the case of librarians) prior to beginning the application process with the time table; exceptions must be specified in the faculty member's initial contract.
- b. **Professor** -- In addition to meeting the general criteria for promotion, the candidate shall have produced creative work, professional publication or achievement, or quality research judged significant by peers outside the institution. The candidate must have completed eleven years of full-time tenure-track college teaching, including five years of full-time tenure-track college teaching (or academic librarianship in the case of librarians) at the rank of associate professor, prior to beginning the application process with the time table; exceptions must be specified in the faculty member's contract.
- c. **Senior Clinical Educator** -- A Clinical Educator may seek promotion to the rank of Senior Clinical Educator after six years of employment. Any requirements for teaching, scholarly productivity and service are determined by departmental standards.
- d. **Senior Lecturer** -- An individual in a designated "continuing" Lecturer position must apply for promotion to Senior Lecturer in order to continue employment beyond his/her sixth year. Any requirements for teaching, scholarly productivity and service are determined by departmental standards.

- 5. Special Provisions for Promotion to Associate Professor and Professor for All Faculty (including Librarians):** Credit may be given toward satisfying the length-of-teaching experience criteria specified in sections 3 and 4 above in recognition of time spent on an academically relevant, grant-supported or otherwise funded leave (e. g., Fulbright or National Science Foundation grant or Longwood sabbatical or Connections). Decisions to give credit or not to give credit shall be made by the PVPAA.

References: Faculty Handbook 1982, 1986; Organization of Teaching Faculty, January 19, 1989; Longwood College Board of Visitors, July 16, 1982; April 7, 1988, Faculty Senate, February 19, 1998, April 23, 1999; March 18, 2010, February 3, 2011, March 2, 2017, April 5, 2018; Board of Visitors, June 18, 2005, June 10, 2010, March 25, 2011, April 11, 2013, June 10, 2017, June 8, 2018.

Z. PROCEDURES FOR TENURE AND PROMOTION TO ALL RANKS

1. Candidate's Responsibilities

- a. Each faculty member has the primary responsibility for providing material in support of his or her application for promotion and/or tenure.
- b. The candidate must follow the timetable for tenure and/or promotion found in [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#).
- c. Candidates for tenure must provide evidence of professional achievement that is recognized beyond the institution, and potential for further professional growth.
- d. Each faculty member shall establish in his or her first year of service a professional ~~file portfolio~~ as outlined in [Section III.S. Professional Portfolio and Curriculum Vitae](#). The candidate shall submit this professional ~~file portfolio~~ to the Department Chair. A Department Chair who wishes to apply for promotion shall submit his or her professional ~~file portfolio~~ to the chair of the appropriate Department Promotion and Tenure Committee (see 2 below).
- e. If notified by the Department Promotion and Tenure Committee of missing items in the professional portfolio, the candidate should provide the missing items within one week of notification. Once this ~~file portfolio~~, with the addition of any previously missing items, has been submitted to the Department Chair and Department Promotion and Tenure Committee for their consideration, the ~~file portfolio~~ is considered complete. Except for inclusion of a letter of exception or clarification as provided for in item i. below, the professional ~~file portfolio~~ cannot be modified or added to after its final submission at the department level until the entire promotion and/or tenure review process has been completed.
- f. The candidate shall have access to all materials relating to his or her candidacy ~~in the Department Promotion and Tenure Committee's files~~ except the detailed results of secret ballots. ~~of the Department Promotion and Tenure Committee~~.
- g. If the candidate seeks a reconsideration at the department level, a written request for such reconsideration must be filed with the appropriate committee or person after a negative recommendation has been received. An appeal can be carried to the Committee on Faculty Status and Grievances only after the faculty member has appealed the decision through all appropriate channels short of the President.
- h. With the exception of applications for tenure concurrent with promotion to Associate Professor, the application process may be terminated under the following conditions:
 - (1) If one or both department-level recommendations are negative, and if the candidate still wishes to advance the application, the candidate must file a written request to that effect with the Department Chair (or, if the candidate is a department chair, with the chair of the special department-level review committee, if any – see 2 below). If no such request is filed, the application process will be terminated.
 - (2) If the candidate wishes to withdraw from promotion consideration at any point during the application process, a written request must be filed with the Department Chair. The chair will notify the other appropriate individuals. Department chairs who wish to withdraw their own applications for promotion shall file such a written request with the chair of the special department-level review committee, who will notify other appropriate individuals.

- i. Whether or not any candidate seeks a reconsideration or pursues an appeal for promotion and/or tenure decisions, and regardless of the result of any such reconsideration or appeal, the candidate shall be permitted to enter a letter of exception or clarification relevant to the recommendation of either the Department Chair, the Department Promotion and Tenure Committee, the Dean, the Provost and Vice President for Academic Affairs (PVPAA), or any combination of them. Copies of the letter shall be provided by the faculty member to all persons who had previously participated in that particular review. Such letter of exception or clarification (a) may be entered into the candidate's ~~file~~ portfolio at any time prior to the President's actual consideration of the application, (b) becomes an integral part of the ~~file~~ portfolio, and shall accompany any summary of the contents of the ~~file~~ portfolio which is provided to either the Dean, the PVPAA, or the President, and (c) is not to be considered part of the ~~seven~~ fifteen pages of additional material in the professional ~~file~~ portfolio.

2. Tenure and/or Promotion Consideration of a Department Chair

- a. As a candidate for tenure and/or promotion, a department chair may:
 - (1) Rely solely on his or her Department Promotion and Tenure Committee and its recommendation, or,
 - (2) Ask for a special department-level review committee to be formed, consisting of three members of the Department Promotion and Tenure Committee to be specially elected by the department and three teaching faculty members selected by the Dean. This special department-level committee shall follow the general procedures which apply to all Department Promotion and Tenure Committee, except as modified by any special procedures which had been proposed by the candidate's department and approved by the Dean. The special committee shall have access to all materials normally available to the Department Promotion and Tenure Committee.
- b. The special committee will send its final recommendation regarding the application (the initial one in the absence of an appeal, or the one based upon an appeal meeting, if any) to the Dean of the appropriate college.

3. Department Promotion and Tenure Committee's Responsibilities

- a. All deliberations of the committee and all materials submitted by the candidate shall be held in the strictest of confidence.
- b. The committee must follow the timetable for tenure and/or promotion found in the appropriate section and address ~~their~~ its letter to the candidate.
- c. The committee chair shall be responsible for ensuring that the committee adheres to University promotion and tenure policies and procedures and any additional policies and procedures which have been formally approved by the department and the Dean.
- d. Each department shall establish a standing Promotion and Tenure Committee consisting of at least three full-time, tenured faculty members. The committee shall be elected by the full-time faculty members of the department by secret written ballot. The department may elect to stagger committee members' terms and shall set the length of service on the committee. Soon after its election in the spring semester, the full committee shall meet to elect a chair and secretary. The secretary shall keep minutes of meetings, the committee's ~~file of~~ correspondence, and shall make available, upon a candidate's request, any materials directly related to that candidacy except the detailed results of secret ballots.

- e. Candidates should be observed in the classroom by a majority of the members of the committee, unless the candidate requests such observations by all of the committee members. Normally, classroom visits should be scheduled in advance.
- f. Each committee member shall have access to the candidate's professional ~~file~~ portfolio.
- g. All committee members must formally meet to discuss and vote on candidates. Abstentions are not acceptable. An affirmative recommendation for tenure and/or promotion shall be based on a vote of two-thirds or greater of the Department Promotion and Tenure Committee. The voting shall be by secret, written ballot and the committee secretary shall keep such ballots, together with minutes and correspondence related to the candidate, in a secure location for three years.
- h. The letter of response by the Department Promotion and Tenure Committee to the tenure and/or promotion candidate should be addressed to the candidate and copied to the Department Chair, to the appropriate college Dean and to the PVPAA.

4. Department Chair's Responsibilities

- a. The Department Chair shall provide all newly appointed department faculty members with a copy of all departmental policies on promotion.
- b. The Department Chair shall observe candidates' classroom performance.
- c. The Department Chair must follow the timetable found in [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#) and address his or her letter to the promotion candidate.
- d. In the spring, the Department Chair shall provide to the department, the Department Promotion and Tenure Committee chair(s), and the Dean, a list secured from the PVPAA of all candidates eligible for consideration for promotion and/or tenure in the forthcoming fall semester. Eligibility for promotion to Professor is based on possession of the terminal degree and years in rank only. At the beginning of the following fall semester, the Department Chair shall provide the department members, the Department Promotion and Tenure Committee chair, and the Dean a list of those candidates who have expressed a desire to be considered for promotion to Professor by submitting their professional ~~file~~ portfolio.
- e. The Department Chair shall develop a recommendation for each candidate and shall exchange written recommendations with the Department Promotion and Tenure Committee chair in accordance with [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#).
- f. The Department Chair shall transmit both recommendations to the Dean. The Department Chair shall notify the Department Promotion and Tenure Committee of all actions taken on department promotion and/or tenure candidates at all levels beyond the department. Materials to be submitted in support of an application for promotion and/or tenure shall include only the following:
 - (1) The candidate's professional ~~file~~ portfolio.
 - (2) Final letters from (a) the Department Chair, and (b) the chair(s) of the Department Promotion and Tenure Committee. These letters should justify positive or negative recommendations and should include judgments of teaching, scholarship, and service to the University and the community. The Department Chair's and the Department Promotion and Tenure Committee's ~~reports~~ letters summarizing their reviews shall contain explicit recommendations as to whether the faculty member should be granted tenure and/or promoted.
 - (3) Copies of recent publications or other major scholarship as defined by department standards from the last five years.

- (4) Such other materials which are specifically requested by the college Dean.
- g. The Department Chair shall notify all appropriate parties if a candidate withdraws from consideration for promotion not concurrent with tenure.

5. Dean's Responsibilities

- a. The Dean shall recognize the primacy of the review process at the department level.
- b. The Dean shall act to maintain the fair and uniform application of promotion and tenure standards across departments, while recognizing valid differences between departments (e.g., publication in the sciences vs. performances or exhibition in the arts).
- c. The Dean must follow the timetable for promotion and/or tenure specified in [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#).
- d. The candidate's materials received shall be considered only by the Dean of the college from which they emanated.
- e. A recommendation on each application shall be completed and communicated by the Dean in a letter addressed to the candidate.
- f. In the event that the Dean concludes a negative recommendation, the reason or reasons for such recommendation shall be reported in writing to the candidate involved, to the Department Chair of the candidate's department, and to the chair of the candidate's Department Promotion and Tenure Committee.
- g. The candidate's ~~files~~ portfolio, the Department Promotion and Tenure Committee recommendations, and the recommendations of the Dean shall be forwarded to the PVPAA except in the cases of those candidates who withdraw their applications.
- h. In the event that a dean's participation in the review of any application for promotion and/or tenure might constitute a conflict of interest as defined in the State and Local Government Conflict of Interest Act, such dean shall not participate in such review.
- i. If for any reason a dean does not review an application for promotion and/or tenure presented by the faculty member in his or her college, no substitute for the Dean shall be named in this regard. Instead, the candidate's ~~application file~~ portfolio shall be forwarded from the Department Promotion and Tenure Committee and the Department Chair directly to the PVPAA, unless the candidate for promotion to Professor withdraws the application.

6. PVPAA's Responsibilities

- a. The PVPAA shall recognize the primacy of the review process at the department level.
- b. The PVPAA shall act to maintain the fair and uniform application of promotion and tenure standards across departments, while recognizing valid differences between departments (e.g., publications in the sciences vs. performances or exhibition in the arts).
- c. The PVPAA must follow the timetable for promotion and/or tenure specified in [Section III, AA. Timetable for Tenure and Promotion to All Ranks](#).
- d. The PVPAA may confer only with the candidate's Dean, Department Chair, Department Promotion and Tenure Committee, and/or the candidate himself or herself for purposes of reviewing the application for promotion and/or tenure.
- e. The candidate shall be invited to attend any such meeting between the PVPAA and the Dean, the Department Chair, and/or the Department Promotion and Tenure Committee. In the event that the candidate declines to attend any such meeting, the meeting may be conducted in the candidate's absence, but a written summary of the events of the meeting shall be provided to the candidate.

- f. The PVPAA shall complete his or her individual review of the applications for promotion and/or tenure which have been separately forwarded by the individual deans, and shall communicate his or her own recommendations to the individual candidates in a letter addressed to the candidate.
- g. In the event that the PVPAA determines a negative recommendation, the reason or reasons for the negative recommendation shall be reported in writing to the candidate involved, to the Department Chair of the candidate's department, to the chair of the candidate's Department Promotion and Tenure Committee, and to the Dean of the candidate's college.
- h. Positive and negative recommendations by the PVPAA shall be communicated to the President of the University except in the cases of those candidates who withdraw their applications for promotion.
- i. The PVPAA shall communicate the result of the eventual Board of Visitors actions on continued applications as soon as possible to the respective candidates, the Department Chairs of their departments, and to the Deans of the candidates' colleges.

7. President's Responsibilities

- a. The President shall consider all applications for promotion and/or tenure which have been forwarded by the PVPAA and shall conclude a recommendation regarding each of them. In the event of a negative recommendation, the President should advise the candidate, in writing, of that fact by the last day of February.
- b. Except in the cases of those candidates who withdraw their applications, the President shall communicate his or her recommendations to the Board of Visitors in time for the Board to act on them at its March meeting.

8. Conclusion of Appeals

If a faculty member appeals a negative promotion and/or tenure recommendation by the PVPAA or the President of the University, all action regarding such appeal shall be completed by March, unless further delay is due to actions or requests submitted by the candidate.

References: Faculty Handbook 1982, 1986, [1987 rev.]; Organization of Teaching Faculty, November 8, 1984; December 5, 1985; April 24, 1986; January 14, 1988; November 10, 1988; Longwood College Council, April 11, 1991. Faculty Senate September 7, 2000; March 18, 2010, April 26, 2012, March 2, 2017, April 5, 2018; Board of Visitors, June 8, 2018.

AA. TIME TABLE FOR TENURE AND PROMOTION TO ALL RANKS

If any date falls on a weekend or University recognized holiday, the due date is the next business day.

<i>Fall Semester</i>	<i>Action</i>
Beginning of contract period	Department Chair gives to all faculty copies of the department policies on probationary review and promotion and tenure review.
By August 29	Department Chair provides to Chair of Department Promotion and Tenure Committee a list of faculty who will be considered for tenure and promotion.
By September 3	Candidates submit files portfolios to Department Chair (or to Chair of the Department Promotion and Tenure Committee if candidate is the Department Chair).
By September 8	Department Promotion and Tenure Committee circulates files portfolios of candidates to members and notifies candidates of any missing items. All missing materials must be submitted by the candidate within one week of notification.
By September 15	Files Portfolios are now considered complete; no new materials may be added except for a letter of exception or clarification as provided in Section III, Z. Procedures for Promotion and Tenure , item 1.i.
By October 14	Department Chair and Department Promotion and Tenure Committee exchange letters of recommendation. Department Chair provides copies of both letters to candidate. Both letters are to be addressed to the candidate. All candidate files portfolios are returned to Department Chair or assigned location.
By October 21	Department Promotion and Tenure Committee and/or Department Chair meets with any candidate receiving negative recommendation, if requested.
By October 27	Candidate files portfolios written request for reconsideration with Department Promotion and Tenure Committee and/or Department Chair .
By November 3	Department Promotion and Tenure Committee and/or Department Chair replies in writing to any written requests for reconsideration.
By November 4	Department Chair and Department Promotion and Tenure Committee send to college Dean candidate's files portfolios and final recommendations.
By November 27	Dean completes recommendation and sends letter to candidate , Department Chair , and Department Promotion and Tenure Committee Chair . The recommendation letter is to be addressed to the candidate.

By December 4	Candidate may file a written request for reconsideration of terminating contract with Dean .
By December 10	Dean replies in writing to any written requests for reconsideration.
By December 11	Dean sends recommendations and files portfolios to the PVPAA .
<i>Spring Semester</i>	<i>Action</i>
By January 5	PVPAA completes recommendation and sends letter to candidate, Department Chair, Department Tenure Committee Chair , and respective Dean . The recommendation letter is to be addressed to the candidate.
By January 12	If applicable, candidate files written request for reconsideration of negative recommendation with PVPAA .
By January 14	PVPAA replies in writing to any written request for reconsideration of negative recommendation.
By January 17	Candidate may request a hearing by the Faculty Status and Grievances Committee regarding a negative recommendation.
By February 7	If the Faculty Status and Grievances Committee has granted a hearing, it provides its report to the PVPAA . If the candidate has requested a hearing by January 17, but the Status and Grievances Committee believes it will be unable to complete its report by February 7, the Committee and the candidate may jointly ask for a delay. In such cases, the PVPAA and the President will normally postpone action on the case until the Status and Grievances Committee has completed its report, and the Board of Visitors will postpone action on the case until its summer Board meeting.
By February 10	PVPAA sends his/her recommendation to the President .
By February 28	President completes recommendation and sends letter to candidate, Department Chair, Department Promotion and Tenure Committee Chair , and the respective Dean . The recommendation letter is to be addressed to the candidate.
March Board Meeting	Board of Visitors acts on recommendation from President .
By May 1	Completion of any delayed appeal by candidate(s) to PVPAA or President . Completion of election of members and officers of Department Promotion and Tenure Committee for following year.
By May 2	PVPAA provides Dean of the college and Department Chair list of faculty eligible for promotion and/or tenure the following year, and Department Chair provides list to department members and Chair of Department Promotion and Tenure Committee .

BB. POST-TENURE REVIEW

1. Definition of Post-Tenure Review

The purpose of the post-tenure review (PTR) is to provide a mechanism for faculty peers and administrators to review and evaluate a colleague's work and to assist those faculty members whose performance fails to meet expectations. It is not a re-tenuring process. Rather, post-tenure review is designed to ensure that all members of the faculty, regardless of status or length of service, are performing their duties conscientiously and with professional competence. (Excerpt from William & Mary policy) Any tenured faculty member who receives two overall annual performance evaluations of "fails to meet expectations" in a three-year period shall be placed in post-tenure review (PTR).

2. Post-Tenure Review Initiation Procedures

- a. The faculty member will learn that the PTR process has been initiated during the individual meeting with the Department Chair to address the Annual Performance Evaluation, as required in the [Section III, T. Annual Performance Evaluation](#). The chair will also provide the faculty member with a letter that states that the PTR process has been initiated. A copy of that letter is provided to the college Dean and Provost and Vice President for Academic Affairs (PVPAA).
- b. The Department Chair must meet with the Department Promotion and Tenure Committee after issuing the final **annual** evaluation. Once the PTR process is initiated, the Department Promotion and Tenure Committee will become the Post-Tenure Review Committee for this faculty member. If the Post-Tenure Review Committee unanimously disagrees with the Chair's recommendation, that committee must write a letter of disagreement that will become part of the faculty member's record with a copy to the Dean and the PVPAA. The Post-Tenure Review Committee cannot override the Chair's decision.
- c. The Dean and the PVPAA will review the evaluation to ensure that policies and procedures have been followed. If the Dean and PVPAA agree that policies and procedures have not been followed, then the case will be referred to the Faculty Status and Grievances Committee. In all other cases, the PVPAA will notify the faculty member in writing by June 1 of the faculty member's status with regard to PTR. This notification will be copied to the Department Chair, the Post-Tenure Review Committee, and the Dean. If a faculty member is placed in PTR, that status will appear in the faculty member's contract. Continued employment will be contingent upon satisfactory completion of all of the following steps.

3. Post-Tenure Remedial Action Plan

Any faculty member who is placed in PTR shall develop a remedial action plan (RAP) designed to remedy performance deficiencies. The RAP will be developed in consultation with the department chair and the Post-Tenure Review Committee by June 15.

The RAP will:

- a. Identify specific weaknesses;
- b. Define specific actions to help the tenured faculty member overcome those weaknesses;
- c. Indicate measures to assess improved performance;

- d. Identify institutional resources that may be used to assist the tenured faculty member in achieving the specified improvement;
- e. Set an appropriate timeline for improvement to be achieved as soon as possible. In no case shall this remediation period be less than one year or more than two years following the end of the evaluation period in which PTR was triggered.

4. Approval of the Remedial Action Plan

The RAP shall be approved by July 1 by the department chair and the Post-Tenure Review Committee who will each sign the approved RAP and provide the original to the faculty member and copies to the college Dean and PVPAA as well as retain a copy in the departmental files.

5. Review of Faculty Member's Progress on the Remedial Action Plan

- a. End of Semester Review: The Department Chair and the Post-Tenure Review Committee members shall meet with the faculty member at the end of each semester of the remediation period to review the faculty member's progress on the RAP. Following that meeting, the department chair and the Post-Tenure Review Committee shall arrive at their findings. The faculty member will receive a letter that addresses all components of the RAP and this becomes part of the faculty member's annual review. Copies of this letter are sent to the college Dean and PVPAA.
- b. Lack of Progress Toward PTR: At any point in the PTR process either the department chair or the Post-Tenure Review Committee can initiate an interim review of the faculty member's progress on the RAP if they perceive that insufficient progress is being made to address the issues defined in the RAP or if other issues arise that require attention. The results of that review shall be shared with that faculty member in writing and in person.
- c. Lack of Good Faith Effort: If at any point in the PTR process, in the opinion of the department chair and the Post-Tenure Review Committee, the faculty member is making minimal or no progress in the goals of the RAP they may conclude that the faculty member is not making a good-faith effort. They shall meet with the faculty member and then report that to the college Dean. In such case, the Dean may recommend to the PVPAA that the PTR process be halted and that termination proceedings be initiated immediately in accordance with [Section III, CC. Disciplinary Action and Termination.](#)

6. Completion of Post-Tenure Review

- a. At the end of the remediation period, the Department Chair and the Post-Tenure Review Committee shall review the faculty member's performance according to the terms of the RAP. Within two weeks, they will meet with the faculty member and provide a letter that addresses all of the components of the RAP, along with their recommendation about whether or not the faculty member has successfully completed PTR. Copies of this letter are sent to the college Dean and PVPAA. If the Department Chair and the Post-Tenure Review Committee arrive at different recommendations, the college Dean will meet jointly with the Department Chair and the Post-Tenure Review Committee to try to resolve the differences. If the differences cannot be resolved, the college Dean shall consider the evidence and make his or her recommendation to the PVPAA. In all cases, within two weeks following the meeting of the faculty member, Department Chair and Post-Tenure

Review Committee, the PVPAA will make the final decision as to whether the faculty member successfully completed PTR and notify the faculty as defined below.

- b. Successful Completion of PTR: If the PVPAA determines that the faculty member has successfully completed PTR, the PVPAA will send a letter to the faculty member notifying him or her of this decision and that no further action is required. This letter will be copied to the department chair, Post-Tenure Review Committee, and the Dean.
- c. Unsuccessful Completion of PTR: If the PVPAA determines that the faculty member has not successfully completed PTR, the PVPAA will send a letter to the faculty member notifying him or her of this decision and a one-year terminating contract will be issued. This letter will be copied to the department chair, the Post-Tenure Review Committee, and the Dean. In this case, the PVPAA will consider administrative reassigned time for the faculty member to ensure that students will not be negatively affected by an underperforming faculty member continuing in the classroom during the period of the one-year terminating contract.

Approved by the College Council and the Board of Visitors April 1995; Board of Visitors, June 14, 2013; Faculty Senate April 1999, April 11, 2013, March 2, 2017.