

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: **Provost's Working Group on Clarification of Promotion and Tenure Policies, Academic Chair's Council, and Committee on Promotion and Tenure Policies and Procedures**

TOPIC: Changes to FPPM Organization and Section III

BACKGROUND (Provide a brief statement describing the origins of this proposal, the nature of the problem it addresses, and the work completed to devise the proposal):

The working group was charged with reviewing all existing promotion and tenure procedures in the FPPM and making recommendations for revision and unification of these policies where it deemed appropriate, with their recommendations to be forwarded to both the Faculty Senate Committee on Promotion and Tenure (Senate P&T) and the Academic Chairs Council (ACC) for further review. The working group completed its charge during the summer of 2016, and the ACC and Senate P&T were asked to review the proposed revisions and make recommendations. Representative members of all three groups met in January 2017 to resolve and consolidate changes and prepare a proposal to present to Faculty Senate.

SUMMARY OF NEW POLICY OR PROPOSED CHANGES OR DELETIONS TO AN EXISTING POLICY (Provide a brief list or statement describing the content of the policy or the proposed changes or deletions):

Please see attached documentation.

RATIONALE FOR THE POLICY OR PROPOSED CHANGES (Provide a brief statement as to why the new policy, the changes, or the deletion is needed):

Many P&T policies in the FPPM have not been updated in decades. Additionally, piecemeal editing of the document over the years has created a manual that can be at best, awkward to use, and at worst, contradictory in places. The time had come for a major review of all policies related to promotion and tenure in the FPPM to create a clear, more concise document.

Date submitted to Senate Executive Committee for Consideration: _ Action(s) Taken:

Date first read at Faculty Senate: ____ Action(s) Taken:

Date final action taken by Faculty Senate: __ Final action(s) Taken:

Coversheet created 4/2011

Report of the Provost's Working Group on Clarification of Promotion and Tenure Policies and Procedures, the Academic Chair's Council, and the Committee on Promotion and Tenure Policies and Procedures

January 2017

The Provost's Working Group on Clarification of P&T Policies and Procedures held its initial meeting on May 6, 2016 and subsequently held 13 more two-hour meetings during the summer and into early September. Members of the working group were: Jennifer Apperson, Paul Barrett, Kevin Doyle, Larissa Fergeson, Virginia Kinman, Sarah Porter (chair), David Shoenthal, and Gena Southall. The working group was charged with reviewing all existing promotion and tenure procedures in the FPPM and making recommendations for revision and unification of these policies where it deemed appropriate, with their recommendations to be forwarded to both the Faculty Senate Committee on Promotion and Tenure (Senate P&T) and the Academic Chairs Council (ACC) for further review. This report summarizes the combined work of all three groups.

The working group met with Dr. Neff on Sept. 13, 2016 to present their findings. The working group forwarded their recommendations simultaneously to Senate P&T and to ACC for review. Those two groups reviewed the proposed changes and forwarded recommendations back to the working group. Representative members from all three groups met on January 12, 2017 to consolidate their recommendations and prepare the attached proposal. The proposal is sponsored by all three groups. We request the following: 1) review minor editorial changes for consistency in wording; 2) review proposed reorganization for clarity and ease of use; 3) review substantive changes for clarity and consistency. The proposal will be presented to the Faculty Senate Executive committee in January 2017, and presented at Senate on Feb. 2, 2017 for further discussion and voting at the March 2, 2017 meeting.

Summary of Proposed Substantive Changes

The most substantive proposed changes in content are summarized below. See the full report for details. References to current sections and page numbers refer to the 2015-2016 copy of the FPPM.

1. Promotion to Associate Professor is linked to tenure for faculty without prior college-level teaching experience. This reflects what is currently stated on page 119 under specific criteria for promotion to Associate Professor: "For faculty members without tenure track teaching experience prior to tenure track employment at Longwood, application for promotion to the rank of associate professor is to be concurrent with tenure review." This change reflects current practice and criteria for tenure and promotion to Associate Professor, which currently do not have separate criteria. The link is now explicitly stated in the **new** sections U Tenure and V Promotion to all ranks.
2. There is one standing Department Promotion and Tenure Committee (rather than an option for separate committees), except when the composition of the committee must change for reviewing candidates for promotion to Professor. This change is reflected in all sections that mention the Department Promotion and Tenure Committee.
3. Only three timetables are needed for full-time faculty, as opposed the current six: One for tenure and promotion to all ranks, one for first-year probationary faculty, and one for second through fifth-year probationary faculty. *All* full-time faculty (including tenure-track, lecturers, and clinical educators) should follow the same

timetable for evaluation and review, and for promotion to any rank. The timetables are now included in the appropriate sections, rather than being relegated to appendices.

4. In post-tenure review, evaluation occurs every semester, rather than every year. Continued employment during the PTR period is contingent on completing the required steps (see **new Y** Post-Tenure Review).
5. Exemptions to the terminal degree requirement are granted only at the initial appointment and must be specified in the initial contract (see **new G** Terminal Degrees created from current Section III, O Terminal Degrees and current Appendix A).
6. The rank of instructor is more clearly defined (see **new H** Selection, Appointment and Reappointment of Faculty).
7. Evaluation of faculty with reassigned administrative responsibilities will be determined jointly by the department chair and the relevant administrator supervising the reassigned responsibilities (see **new O** Criteria for Faculty Evaluation and Review).
8. The dean and PVPAA receive *all* letters (in the case of an appeal, original letters and responses are included so that the dean and PVPAA have the full story). This change is opposed to the recommendation of the Senate P&T Committee that was referred back to committee last year (proposal available from the April 7, 2016 meeting of Faculty Senate). There were concerns of legal issues, and the working group believes that including all letters would be in agreement with the discovery phase of legal proceedings. The working group requests that Cameron O'Brion review this section carefully.

Organizational and Editorial Changes

The working group merged similar and duplicated content, moved appendix content into the appropriate sections, eliminated two sections that replicate information that is not directly related to faculty and is available on the website, and reordered Section III to more logically group like content. The proposed new structure is below. All updated sections are available in the attached pdf document. The sections highlighted below are included, and indicate major additions in red underline, major deletions in ~~red strikethrough~~, and explanation of relocated or significantly reworded content in a blue box. Minor edits such as standardizing terminology, use of hyphens, capitalization, formatting, numbering, etc. are not shown. References to current sections and page numbers refer to the 2015-2016 copy of the FPPM.

Section I. General Policy Statements (unchanged)

Section II. Instruction and Advising (unchanged)

Section III. Academic Personnel Policies (revised sections highlighted)

- A. **General Provisions** (revised old A)
- B. Provost and Vice President for Academic Affairs (old B)
- C. Deans (old C)
- D. Procedures for Appointment of College Deans (old D)
- E. Department Chairs (old E)
- F. Program Coordinators (old F)
- G. **Terminal Degrees** (revised old O)
- H. **Selection, Appointment and Reappointment of Faculty** (revised old G)
- I. Graduate Faculty (old H)
- J. **Non-Tenure-Track Full-Time Faculty** (combined parts of old I and J)

- K. External Clinical Faculty (old K)
- L. Visiting Professorships (old L)
- M. Granting of Academic Rank to Administrators (old M)
- N. Contracts and Outside Appointment (old N)
- O. **Criteria for Faculty Evaluation and Review** (revised old P)
- P. **Professional Portfolio and Curriculum Vitae** (new, merged item 1 from old section Q with old Appendix E)
- Q. **Annual Performance Evaluation** (revised old S, incorporated old Appendix F)
- R. **Probationary Review of Tenure-Track Faculty** (revised old Q, includes timetables)
- S. **Review of Clinical Educators and Lecturers** (revised old R)
- T. **Review of Adjunct and Part-Time Faculty** (new, separated out from old R)
- U. **Tenure** (revised old T)
- V. **Promotion to All Ranks** (revised old U)
- W. **Procedures for Tenure and Promotion to All Ranks** (new, combined old Appendices C and D)
- X. **Timetable for Tenure and Promotion to All Ranks** (new, merged from old Appendix B)
- Y. **Post-Tenure Review** (revised old V)
- Z. **Disciplinary Action and Termination** (old W combined with old Appendix G)
- AA. Retired and Emeriti Faculty (old DD)
- BB. Sick Leave (old X)
- CC. Maternity Leave (old Y)
- DD. Parental Leave (old Z)
- EE. Leaves of Absence (old AA)

Section IV. Guidelines for Faculty Evaluation and Review (unchanged)

New section, previously Appendix H, now separated by department and listed alphabetically. We recommend that all departments review their guidelines carefully and update if needed.

- A. College of Business and Economics
- B. Department of Biological and Environmental Sciences
- C. Department of Chemistry and Physics
- D. Department of Communication Studies
- E. Department of Education and Special Education
- F. Department of English and Modern Languages
- G. Department of Health, Athletic Training, Recreation, and Kinesiology
- H. Department of History, Political Science, and Philosophy
- I. Department of Mathematics and Computer Science
- J. Department of Music
- K. Department of Nursing
- L. Department of Psychology
- M. Department of Sociology, Anthropology, and Criminal Justice
- N. Department of Social Work and Communication Sciences and Disorders
- O. Department of Theatre, Art, and Graphic and Animation Design
- P. Librarians (moved)
- Q. Student Evaluation of Instruction (old Appendix I)

Eliminate current Section IV Support Services and current Section V Organizational Chart because the most current information is available on the website.

Section V. Faculty Development and Awards (unchanged)

New section consisting of old Section III. BB and Appendices J-P.

- A. Faculty Development and Research (old Section III. BB)
- B. Guidelines for the Solicitation of Sponsored Agreements (old Appendix J)
- C. Guidelines for Developing Proposals for Philanthropic Gifts (old Appendix K)
- D. Proposal Review Form (old Appendix L)
- E. Guidelines for Faculty Research and Development Grants (old Appendix M)
- F. Evaluation Guidelines for Faculty Connections (old Appendix N)
- G. Evaluation Guidelines for Sabbaticals (old Appendix O)
- H. Faculty Awards: Criteria and Selection Process (old Appendix P)

Section VI. Governance (unchanged)

A. GENERAL PROVISIONS

Longwood University is an equal opportunity and affirmative action institution. The University is committed to the principle that access to study or employment at the University and all benefits, privileges, and opportunities afforded by the University shall be accorded to each person according to individual merit and regardless of race, color, religion, handicap, national origin, political affiliation, marital status, sex, sexual orientation, gender identity, or age.

Academic responsibilities of the faculty include but are not limited to:

1. Teaching and providing instructional support
2. Academic advising and academic consulting with students
3. Engaging in research, publication, and creative artistic activities
4. Fulfilling ongoing departmental needs of both a continuing and developmental nature
5. Supporting the activities of Longwood University in such ways as performing committee work and providing consultation to the University

Except in accordance with the Code of Virginia (Title 2.1-348, 1972 supplement), the University will not limit or prohibit the simultaneous employment of two or more members of the same family. However, faculty or staff shall not initiate, participate in, nor influence institutional decisions involving a direct benefit (including appointment, retention, promotion, tenure, salary, and leave) to members of their immediate family.

While individuals and committees involved in personnel decisions have specific responsibilities, the Provost and Vice President of Academic Affairs (PVPAA) and the Deans of the colleges shall be responsible for the general implementation of the appointment, reappointment, promotion, and tenure policies of the University.

The PVPAA is responsible for making available to all faculty members a current *Faculty Policies and Procedures Manual*. Each Department Chair shall be responsible for providing all department members with a copy of all current departmental policies and procedures concerning reappointment, promotion, and tenure.

The Board of Visitors may make exceptions to the various criteria for appointment, reappointment, promotion and tenure.

References. Faculty Handbook 1982, 1986; Longwood College Board of Visitors, July 16, 1982, Faculty Senate 1996. Faculty Senate 1998.

G. TERMINAL DEGREES

1. The terminal degree for faculty in all departments shall be an earned doctorate from an institution accredited by a recognized regional accreditation body. The degree shall be in the area of specialization taught, or the Ed. D. for those teaching education methods courses or supervising student teachers. The M. F. A. shall be the recognized terminal degree for faculty teaching creative or performance courses in art, music, writing, graphic and animation design, and technical or performance areas of theatre.
2. While all tenure-track faculty are expected to hold the terminal degree, Longwood University recognizes that the possession of a doctoral degree may not properly measure an individual's capacity for contributing to the intellectual life of the University. Written exemptions from the doctoral degree requirement may be granted on a case-by-case basis at initial appointment by the Provost and Vice President for Academic Affairs (PVPAA) acting at the written recommendation of the faculty member's Dean, Department Chair, and Department Promotion and Tenure Committee. This permanent exemption shall be specified in the initial contract; apply to all levels of consideration for appointment, reappointment, promotion and tenure; and be considered under one or more of the following conditions:
 - a. The department's accrediting agency specifies a degree other than the doctoral degree as the appropriate terminal degree.
 - b. The Dean, the Department Chair, and the Department Promotion and Tenure Committee agree that the faculty member has equivalent experience or competence in the area of specialization.
3. Non-tenure-track full-time faculty and adjunct faculty are expected to hold at least a master's degree or have earned at least 18 graduate credit hours in the teaching field from an institution accredited by a recognized regional accreditation body.
4. In all cases where any faculty member does not hold the terminal degree in the teaching field, documentation of the faculty member's credentials and qualifications will be maintained in accordance with the Office of Academic Affairs procedures for certification of credentials.

References: Faculty Handbook 1982, 1986; Organization of Teaching Faculty, March 5, 1987; Longwood College Board of Visitors, July 16, 1982. page 33.

H. SELECTION, APPOINTMENT AND REAPPOINTMENT OF FACULTY

1. The Provost and Vice President for Academic Affairs (PVPAA) is responsible for determining the number of positions allocated to each college and, with the concurrence of the PVPAA, the college deans are responsible for determining the number of faculty positions assigned to each department. Therefore, when a vacancy occurs, or when new positions become available, the college deans may, with the approval of the PVPAA, delete a vacant faculty position, add a faculty position, or reallocate a faculty position from department to department. Approval from the PVPAA and the college Dean is necessary before the initiation of a search to fill a vacancy or a new position. Flexibility must be maintained in the composition of each department so that the needs of the institution may be met on a continuing basis.
2. Requests for new faculty appointments normally originate with the Department Chair, acting with the concurrence of the department. In particular, the chair consults members of the specific discipline involved for help in defining the nature of the position to be filled and qualifications sought in the appointee.
3. A department committee, appointed by the chair, normally acts in an advisory capacity to the chair on matters pertaining to the position to be filled, hosting candidates for interview and providing candidates with information about the position. All full-time members of the discipline, as well as the Department Chair, the college Dean, and the PVPAA, should have an opportunity to interview the candidates. The selection process shall include assessment of each candidate's compliance with regional and program accreditation requirements.
4. After an appropriate number of candidates (normally more than one) for a position have been interviewed, the Department Chair and the department committee evaluate them and formulate recommendations. Recommendations of both the chair and the committee will be sent by the chair to the college Dean, who then forwards the recommendations to the PVPAA. The PVPAA considers the recommendations and makes appointments in consultation with the college Dean. All appointments must be approved by the President and the Board of Visitors.
5. The PVPAA notifies the new faculty member in writing of his or her appointment. The full details of the appointment including any special conditions are specified in the contract.
6. At the time a faculty member is appointed to a tenure-track position, he/she may seek up to three years credit towards tenure based upon prior college-level teaching, scholarship and service. Such credit may be granted by the PVPAA upon the recommendation of the department chair and the department tenure committee and with the approval of the college Dean. Any credit towards tenure shall be written into the faculty member's initial contract. A faculty member who requests and receives credit towards tenure may not rescind this request and return to a longer probationary period at a later date.
7. If the department chair wishes to seek an exemption to the terminal degree requirement for a candidate for a tenure-track position, the department Promotion and Tenure

Committee, the college Dean, and the PVPAA must all approve the exemption. The exemption will be noted in the initial contract.

8. All initial appointments of full-time faculty and librarians shall be on a probationary basis with eligibility thereafter for annual contracts under the following conditions:
 - a. The rank of Instructor is reserved for tenure-track faculty who are appointed ABD. Instructors shall be appointed annually, and may be appointed as probationary faculty, but faculty members may not be tenured at the rank of instructor or reappointed at that rank beyond the seventh year. Review of instructors will follow the procedures and timelines for probationary faculty. If a contract is not to be offered for a subsequent year, notification shall be given as early as possible and no later than March 19. Years that a faculty member is employed at the rank of instructor shall count toward completing that member's probationary period if he/she is later appointed to a tenure-track position.
 - b. Assistant professors, associate professors, and professors shall be reappointed annually during the six-year probationary period, or, if not reappointed for academic, financial, or other reasons shall be notified as early as possible and no later than March 19 for faculty in their first year of service and January 4 for all subsequent probationary periods.
 - c. Librarians are eligible for academic rank, but not tenure, are appointed annually, and may be reappointed beyond the seventh year. If a contract is not to be issued for a subsequent year, notification shall be given as early as possible and not later than March 1.
9. In the event of unforeseen severe financial difficulties, the above guidelines for notification date shall not apply. Regardless of performance the University may, in the exercise of administrative prerogative, choose not to reappoint non-tenured personnel.

References: Faculty Handbook 1982, 1986; Organization of Teaching Faculty, January 19, 1989; Longwood College Council, April 11, 1991 Longwood College Board of Visitors, July 16, 1982; Faculty Senate, April 11, 2013; Board of Visitors, June 14, 2013.

J. 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 for review.
- d. After six years, a clinical educator may seek promotion to senior clinical educator (see Section III., W. Procedures for Tenure and Promotion to All Ranks and X. 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 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., W. Procedures for Tenure and Promotion to All Ranks and X. 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, H. 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,Z 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.

O. CRITERIA FOR FACULTY EVALUATION AND REVIEW

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 ~~review~~, 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, 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.

Reference: Longwood Board of Visitors, April 23, 1999.

P. 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
--------------------	-----------------	--------------

G. Related Experience or Employment

Employer	Position	Dates
-----------------	-----------------	--------------

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.

Q. 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.

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, faculty may request a re-alignment of weightings and adjust 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 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, Y. 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.
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.

NEW PAGE

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.

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.

R. 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 H. 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 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, P. 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 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 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 committee's 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's and the Department Promotion and Tenure Committee's reports summarizing their reviews shall contain explicit recommendations as to whether the probationary faculty member's contract should be renewed.
10. **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 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, whichever is to be the subject of the reconsideration. The request shall be delivered to the committee chair if the committee's report is to be reconsidered or to the department chair if the chair's report is to be reconsidered. No initial report is to be forwarded to the Dean before

the expiration of such five-day period. If amendments to the initial report/s of the committee and/or chair are ultimately made, the amended report shall become part of the file and the original report 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, whichever occurs later. The department-level report shall not be forwarded to the dean 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.

11. **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 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 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 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.

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Timetable for Probationary Review of Tenure-Track Faculty in Their First Year of the 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 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.
By December 9	Probationary candidates submit files 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 of probationary tenure-track faculty in their first year of teaching.
By December 15	Department Promotion and Tenure Committee circulates files of probationary review faculty 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 is now considered complete; no new materials may be added except for a letter of exception or clarification as provided in Section III, W. 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. The recommendation letter is to be addressed to the faculty member. Department Chair forwards copies of both letters to the probationary faculty member.

By February 3	Department Promotion and Tenure Committee and/or Department Chair meets with any first-year probationary faculty member receiving negative recommendation, if requested.
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 probationary review letters from the Department Chair and the Department Promotion and Tenure Committee for first-year probationary faculty members 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 recommendations and files 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.
By May 10	Candidate files written request for reconsideration of terminating contract with the Board of Visitors to the Administrative Assistant to the Board of Visitors. A copy of the written request must be sent to the Faculty Status and Grievances Committee . The Faculty Status and Grievances Committee will provide the Administrative Assistant to the Board of Visitors and the candidate an audio recording of the hearing for review with a cover letter reminding the Rector that the chair of the Faculty Status and Grievances Committee or one of its members can be available to answer questions.
Summer Board Meeting	Board of Visitors acts on contract recommendations from President .

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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 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 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	Files are now considered complete; no new materials may be added except for a letter of exception or clarification as provided in Section III, W. Procedures for Promotion and Tenure, item 1.i.
By October 22	Department Promotion and Tenure Committee returns file 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 recommendation with Department Promotion and Tenure Committee and/or Department Chair .

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 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 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.
By March 7	Candidate files written request for reconsideration of terminating contract with the Board of Visitors to the Administrative Assistant to the Board of Visitors . A copy of the written request must be sent to the Faculty Status and Grievances Committee . The Faculty Status and Grievances Committee will provide the Administrative Assistant to the Board of Visitors and the candidate an audio recording of the hearing for review with a cover letter reminding the Rector that the chair of the Faculty Status and Grievances Committee or one of its members can be available to answer questions.
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 .

S. 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 timetables ~~are~~ is found in Section R 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 transmit to the appropriate dean (a) a written summary of their respective reviews, and (b) a recommendation regarding the possible future employment of the lecturer or continuing lecturer 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.

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; Longwood College Board of Visitors, July 16, 1982; April 7, 1988, April 23, 1999; Board of Visitors, March 25, 2011.

T. 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 O. Criteria for Faculty Evaluation and Review, item 1) 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; Longwood College Board of Visitors, July 16, 1982; April 7, 1988, April 23, 1999; Board of Visitors, March 25, 2011.

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.

References: Faculty Senate; April 24, 2015.

U. 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 beyond the institution, including one peer-reviewed contribution relevant to the discipline, and potential for further professional and scholarly growth.
7. Procedures for tenure consideration are outlined in Section III, W. 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. 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 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.

- 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.

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.

V. 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, X. Timetable for Tenure and Promotion to All Ranks and the procedures set forth in Section III, W. 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, X. 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, to the Dean.
 - f. These recommendations and the file 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 departmental standards available from Department Chair. (See Section III, O. Criteria for Faculty Evaluation and Review)
- 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 within and beyond the state and region, 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 both within and beyond the state and region. 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 ~~Each Rank~~ 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. Board of Visitors, June 18, 2005, June 10, 2010, March 25, 2011, April 11, 2013

W. 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, X. Timetable for Tenure and Promotion to All Ranks.
- c. Candidates for tenure must provide evidence of professional achievement that is recognized within and beyond the state and region, and potential for further professional growth.
- d. Each faculty member shall establish in his or her first year of service a professional file as outlined in Section P Professional Portfolio and Curriculum Vitae. The candidate shall submit this professional file to the Department Chair. A Department Chair who wishes to apply for promotion shall submit his or her professional file 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, 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 is considered complete. Except for inclusion of a letter of exception or clarification as provided for in item i. below, the professional file 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.
- 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 at any time prior to the President's actual consideration of the application, (b) becomes an integral part of the file, and shall accompany any summary of the contents of the file which is provided to either the Dean, the PVPAA, or the President, and (c) is not to be considered part of the seven pages of additional material in the professional file.

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 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.
- 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 must follow the timetable found in Section III, X. Timetable for Tenure and Promotion to All Ranks and address his or her letter to the promotion candidate.
- c. 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.
- d. 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, X. Timetable for Tenure and Promotion to All Ranks.
- e. 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.
 - (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 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.
- f. 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, X. Timetable for Tenure and Promotion to All Ranks.
- d. The candidate's ~~applicant'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, 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 Virginia Code 2.1 - 599, et seq., 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 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, X. 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.

X.TIMETABLE 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	Tenure Candidates submit files 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 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 are now considered complete; no new materials may be added except for a letter of exception or clarification as provided in Section III, W. 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 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 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 and 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 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.
By March 7	If applicable, candidate files written request for reconsideration of negative recommendation with the Board of Visitors to the Administrative Assistant to the Board of Visitors . A copy of the written request must be sent to the Faculty Status and Grievances Committee . The Faculty Status and Grievances Committee will provide the Administrative Assistant to the Board of Visitors and the Candidate an audio recording of the hearing for review with a cover letter reminding the Rector that the chair of the Faculty Status and Grievances Committee or one of its members can be available to answer questions.
March Board Meeting	Board of Visitors acts on recommendation from President .

<p>By May 1</p>	<p>Completion of any delayed appeal by candidate(s) to PVPAA or President.</p> <p>Completion of election of members and officers of Department Promotion and Tenure Committee for following year.</p>
<p>By May 2</p>	<p>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.</p>

Y. 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 Q. 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 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, Z. 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.

Z. DISCIPLINARY ACTION AND TERMINATION

1. Provisions for censure or dismissal of faculty.
 - a. Tenure is not a license for misconduct or incompetence (see item 3 for examples of these). Disciplinary action up to and including dismissal may be taken against a faculty member for serious misconduct or incompetence. A complaint involving serious misconduct or incompetence may be initiated by any member of the faculty or administration by submitting a written complaint to the Provost and Vice President for Academic Affairs (PVPAA).
 - b. When a complaint is lodged against a member of the faculty, the PVPAA must inform the member of the nature of the complaint, the identity of the complainant, and the member's right to have an investigative committee appointed to determine the validity of the complaint.
 - c. A faculty member who desires the appointment of an investigative committee must inform the PVPAA in writing within seven days of being notified of the complaint. The PVPAA shall then appoint a committee of three tenured members of the faculty (at least one of whom shall normally be from the faculty member's department) and designate one to serve as chair. The committee shall investigate the complaint and report to the PVPAA. The report shall include a statement of the complaint, a determination of its validity, and a recommendation for appropriate action to be taken. The PVPAA shall review the complaints and the committee findings and shall take appropriate action.
 - d. If the faculty member does not formally request the appointment of an investigative committee, the PVPAA may either:
 - (1) investigate the complaint and take appropriate action, or
 - (2) appoint an investigative committee in the same manner as if the faculty member had formally requested such an appointment.
 - e. Should a complaint arise against a Department Chair as a member of the faculty, the complainant shall register the complaint in writing with the PVPAA, who shall then follow the preceding procedure of informing the chair of the nature of the complaint, the identity of the complainant, and the chair's right to have an investigative committee appointed. If the chair does not request such an appointment within seven days, the PVPAA shall investigate the matter or appoint an investigative committee in the same manner as above.
2. The Investigative Committee
 - a. The authority of the committee is to seek and evaluate evidence pertinent to the specific complaint.
 - b. If any of the following procedures need modification in a particular case, the committee shall specify them in writing to all involved parties before the investigation begins.
 - c. All deliberations of the committee are confidential, and all materials reviewed by the committee shall be held in confidence.
 - d. All meetings shall be attended by the full membership of the committee.
 - e. The deliberations of the committee shall be restricted to facts from the record and by direct testimony. The committee shall keep confidential records of the evidence examined. The faculty member and the administration will have the right to confront

and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses and provide for interrogatories. The hearing committee will not be bound by strict rule of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

- f. The committee members may ask questions of any party to clarify the evidence.
- g. The recommendation of the committee shall be determined by majority vote. The vote shall be by secret ballot.
- h. A letter approved by the whole committee shall make recommendations to the PVPAA. The letter shall contain all reasons for the recommendations agreed to by a majority of committee members. A minority report may accompany the majority report.
- i. In the event of an appeal to the Committee on Faculty Status and Grievances and/or the Board of Visitors, the Committee records shall be made available to the appeal body.

3. Examples of Serious Misconduct and Incompetence

The following lists are intended as guidelines and are not intended to be all-inclusive.

Misconduct

- a. Repeated defamation of colleagues, students, departments, members of the administration, the Board of Visitors or its members, or the University.
- b. Repeated violent emotional or physical outbursts.
- c. Regular use of obscene language or gestures.
- d. Intoxication or dispensing of or use of drugs in ways adversely affecting the University.
- e. Sexual harassment.
- f. Disrupting orderly conduct of classes or meetings.
- g. Falsifying or forging an official document or record.
- h. Lying, cheating, plagiarizing, or stealing.
- i. Repeated intimidation of another person.
- j. Intentionally injuring another person.
- k. Wanton misuse or destruction of personal or University property.
- l. Conviction of a felony adversely affecting professional performance or the University.

Incompetence

- a. Failure to present effectively the content of a course as described in the catalog.
- b. Failure to evaluate adequately student achievement.
- c. Repeated unreasonable assignments in terms of length or prior notice.
- d. Failure to maintain discipline.
- e. Failure to perform teaching duties and other departmental or University responsibilities.

- f. Failure to correct professional problems brought to the attention of the individual through accepted channels such as committees, department chair, school dean, and the PVPAA.
4. Termination of Employment due to Academic or Financial Exigency
 - a. Tenured and non-tenured faculty members may be terminated in cases of academic or financial exigency. Academic exigency is defined as an academic need which cannot be met by existing department personnel. Such an exigency arises when a change in enrollment or offerings in curricula or departments requires review and reduction of faculty staffing levels. A financial exigency is a financial condition which threatens the well-being of the institution as a whole or in part and which cannot reasonably and responsibly be alleviated by any less drastic means than terminating tenured faculty.
 - b. If the problem confronts the whole institution, the Executive Committee of the Senate shall meet with the President prior to the decision that an exigency exists or is imminent. The Executive Committee of the Faculty Senate shall then appoint an ad hoc committee on exigency to recommend to the PVPAA criteria for identifying positions to be terminated, and this committee shall make any other appropriate recommendations to the PVPAA.
 - c. If the exigency applies to a department or discipline within the University, that department or discipline should recommend to the PVPAA criteria for identifying positions to be terminated.
 - d. In either case, the PVPAA shall meet formally with the committee, department, or discipline to discuss their recommendations before any formal action.
 - e. If the administration notifies a particular member of its intention to terminate employment because of financial or academic exigencies, the faculty member shall:
 - (1) Have a right to a full hearing before the Committee on Faculty Status and Grievances. The Committee on Faculty Status and Grievances shall consider the existence and extent of the condition of exigency, and the administration shall provide to the committee information that demonstrates the validity of the condition of exigency. The committee may offer alternative plans for resolving the exigency. The Committee on Faculty Status and Grievances will ascertain that the criteria for identification of positions to be terminated were properly applied in the individual case.
 - (2) Be given by the PVPAA a written statement of the grounds for terminating employment.
 - (3) Have the right to appeal the decision to the Board of Visitors.
 - (4) Be given a terminating contract of one academic year if the faculty member is tenured.
 - (5) Not have the position filled by a replacement within a period of two years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.
 - f. If a decision to terminate employment is reversed, the PVPAA shall so state in writing to the faculty member and shall place a copy of this letter in the faculty member's file.

2References: Longwood Faculty Handbook 1982, 1986; minutes of the Board of Visitors, July 16, 1982; Faculty Senate, February 2, 1998.