

## **Q. PROBATIONARY REVIEW - TENURE TRACK FACULTY**

1. The standard probationary period for new faculty members is six years. When new faculty members have had prior college teaching experience, the length of the probationary period may be reduced if the length of the reduction is included in the initial appointment contract. Such a reduction may only be granted upon the recommendation of the departmental tenure committee and the department chair to the college dean. The VPAA shall make the final decision for reduced probationary period. 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. The department tenure committee and the department chair review probationary faculty under the conditions described below.
2. 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 VPAA.
3. First year Review: During the first semester, the probationary faculty member will meet with the department tenure committee 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 available from the department chair and in the appendices of the Faculty Manual. Timelines for the first year review are found in [Appendix B](#).
4. The department 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 ([see number 3](#)), 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 departmental standards available from the department chair. (See [Section M.I, General Criteria for Evaluation](#))
5. All probationary reviews shall be conducted by the dates specified on the timetable found in [Appendix B](#). Probationary faculty members may not decline probationary reviews nor prevent the specified communication of the reports of those reviews. The department chair and the tenure committee address their recommendations to the dean. 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 chair and the department tenure committee each forward copies of their final recommendation letters to the appropriate dean and the VPAA. If the dean and VPAA do not already have on file all letters from previous years in the probationary review process, copies of such letters should be forwarded to them at their request.
6. 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 probationary review. The portfolio shall contain evidence of the candidate's credentials, teaching proficiency, and professional growth, including:

- a. The candidate's curriculum vitae in a form consistent with the model found in [Appendix E](#).
  - b. Up to five samples from the last five years of items listed under Scholarly Activities in the curriculum vitae model found in [Appendix E](#).
  - c. The most recent syllabus for each course taught regularly.
  - d. The computer summaries of data from student evaluation forms for the entire probationary period.
  - e. Such supplements and documentation as the written department procedures may specify.
  - f. No more than fifteen pages of additional material submitted by the candidate.
  - g. A self evaluation of professional teaching development and a statement of teaching philosophy.
7. A dean or the VPAA may elect to receive only copies of the review and vita from the department, rather than the entire portfolio, with an option to later request the entire portfolio. If the VPAA does not already have on file all letters from previous years in the probationary review process, copies of such letters should be sent at his request.
8. **Departments may choose to allow or require electronic submission of materials for the portfolio. Examples of electronic formats may include a course created in Blackboard, DVDs, shared drives or other appropriate tools. The format chosen for submission of electronic portfolios by the department must conform to privacy policies established by the University, and access must be limited to those with authority (the candidate, members of the Department Committee on Promotion and Tenure, Department Chair, Dean, VP, President, Board of Visitors). When electronic portfolios are used, letters from the Department Committee on Promotion and Tenure, Department Chair, Dean, VP, President, and Board of Visitors will be provided in hard copy as well as electronically.**
9. In addition to reviewing materials contained in the candidate's professional portfolio, the 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).
10. The probationary review by the department tenure committee shall result in a written report. The written reports 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 in [3. First Year Review](#).

11. Members of the department, including the chair, may provide signed information in writing to the committee on the candidate's performance and activities. The committee shall share such information with the candidate.
12. The chair's and the committee's reports summarizing their reviews shall contain explicit recommendations as to whether the probationary faculty member's contract should be renewed.
13. Reconsideration of review. A probationary faculty member may request that the department-level review committee and/or the department chair reconsider their respective conclusions. 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 committee's or the 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 VPAA 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.
14. 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 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 tenure or promotion committee/s, the dean, and/or the Vice President for Academic Affairs 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. *(new lettered paragraph, previously part of number 2 above):* 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 committee during the course of its probationary reviews of that faculty member. However, the originals of students' evaluation forms shall be considered the property of the faculty member and shall be promptly returned to the faculty member by the department 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/or tenure committee(s), the department chair, the primary department secretary, the dean, the Vice President for Academic Affairs, the President, or the members of the Board of Visitors 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, Board of Visitors, June 18, 2004, Faculty Senate, April 8, 2004.*

APPENDIX C  
*Procedures for Promotion*

1. **General Provisions**

- a. Each department in the University shall establish a standing committee on promotion (or a committee on promotion and tenure) consisting of at least three full time, tenured faculty members. The College School of Business and Economics will have only one promotion and tenure committee. 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).
- b. All parties involved in promotion decisions must follow the time table specified in [Appendix B](#).
- c. Candidates may withdraw from consideration at any time upon written notification to the department chair, who shall notify the appropriate parties.

2. **Candidate's Responsibilities**

- a. Each faculty member has the primary responsibility for providing material in support of his or her application for promotion.
- b. The candidate must follow the time table for promotion found in [Appendix B](#).
- c. Each faculty member shall establish in his or her first year of service a professional file (see [Appendix E](#)) for the use of the committees and individuals involved in personnel evaluation. The file shall contain evidence of the candidate's credentials, teaching proficiency, and professional growth, including
  - (1) The candidate's curriculum vitae in a form consistent with the model found in [Appendix E](#).
  - (2) Up to five samples from the last five years of items listed under Scholarly Activities in the curriculum vitae model found in [Appendix E](#).
  - (3) The most recent syllabus for each course taught regularly.
  - (4) The computer summaries of data from student evaluation forms for the past two years.
  - (5) Such supplements and documentation as the written department procedures may specify.
  - (6) No more than fifteen pages of additional material submitted by the candidate.
  - (7) A self evaluation of professional teaching development and philosophy.
- d. **Departments may choose to allow or require electronic submission of materials for the professional file. Examples of electronic formats may include a course created in Blackboard, DVDs, shared drives or other appropriate tools. The format chosen**

**for submission of electronic portfolios by the department must conform to privacy policies established by the University, and access must be limited to those with authority (the candidate, members of the Department Committee on Promotion and Tenure, Department Chair, Dean, VP, President, Board of Visitors). When electronic portfolios are used, letters from the Department Committee on Promotion and Tenure, Department Chair, Dean, VP, President, and Board of Visitors will be provided in hard copy as well as electronically.**

- e. 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-level review committee ([see 3 below](#)).
- f. If notified by the department promotion 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 [2.j below](#), the professional file cannot be modified or added to after its final submission at the department level until the entire promotion review process has been completed.
- g. The candidate shall have access to all materials relating to his or her candidacy in the department-level committee's files except the detailed results of secret ballots.
- h. 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.
- i. 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 3 below](#)). If no such request is filed, the application process will be terminated.
- j. If the candidate wishes to withdraw from promotion consideration at any point during the application process other than that described in paragraph g., 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.
- k. Whether or not a candidate seeks a reconsideration or pursues an appeal, 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-level committee, the dean, the VPAA, 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 VPAA Vice President, or the President, and (c) is not to be considered part of the seven pages of additional material in the professional file.

### **3. Promotion Consideration of a Department Chair**

- a. As a candidate for promotion, a department chair may:
  - (1) Rely solely on his or her department promotion 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 committee to be specially elected by the department and three teaching faculty members selected by the VPAA. This special department-level committee shall follow the general procedures which apply to all department promotion committees, except as modified by any special procedures which had been proposed by the applicant's department and approved by the VPAA. The special committee shall have access to all materials normally available to the department's promotion 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 school.

### **4. Department Promotion 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 time table for promotion found in [Appendix B](#) and address their letter to the promotion candidate.
- c. The committee chair shall be responsible for ensuring that the committee adheres to College promotion policies and procedures and any additional policies and procedures which have been formally approved by the department and the dean.
- d. Each department may elect to have a single committee or separate committees on promotion and tenure. The promotion 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 at least once by a majority of the members of the committee, unless the candidate requests such observations by all of the committee members.
- f. The committee shall establish a means of circulating student evaluations and other bulky materials. Each committee member shall have a copy of the candidate's resume.
- g. All committee members must formally meet to discuss and vote on candidates. Abstentions are not acceptable. An affirmative recommendation for promotion shall be based on a vote of two-thirds or greater of the promotion 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, for three years or until the candidate is promoted.
- h. The letter of response by the promotion committee to the promotion candidate should be addressed to the candidate and copied to the Chair, to the appropriate College Dean and to the VPAA.

## **5. 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 time table for promotion found in [Appendix B](#) and address his or her letter to the promotion candidate.
- c. In the spring, the chair shall provide to the department, the department promotion committee chair, and the dean, a list secured from the VPAA of all candidates eligible for consideration in the forthcoming fall semester for promotion. Eligibility is based on possession of the terminal degree and years in rank only. At the beginning of the fall semester, the department chair shall provide the department members, the department promotion committee chair, and the dean a list of those candidates who have expressed a desire to be considered for promotion by submitting their professional file.
- d. The chair shall develop a recommendation for each candidate and shall consult with the department promotion committee chair to set a date for the exchange of their written recommendations.
- e. The department chair shall transmit both recommendations to the dean. The chair shall notify the department committee of all actions taken on department promotion candidates at all levels beyond the department. Materials to be submitted in support of an application for promotion shall include only the following:
  - (1) The candidate's professional file as specified in [2.c. above](#).
  - (2) Letters from (a) the department chair, and (b) the chair of the departmental promotion committee. These letters should justify positive or negative recommendations and should include judgments of teaching effectiveness, professional achievements, and service to the University and the community. The

chair's and the committee's reports summarizing their reviews shall contain explicit recommendations as to whether the faculty member should be promoted.

- (3) Copies of recent publications or other *major* professional work from the last five years.
  - (4) Such other materials which are specifically requested by the school dean.
- f. The department chair shall notify all appropriate parties if a candidate withdraws from consideration.

## **6. 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 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 time table for promotion specified in [Appendix B](#).
- d. The 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 chair of the candidate's department, and to the chair of the candidate's department-level review committee.
- g. The candidates' files, the department-level review recommendations, and the recommendations of the dean shall be forwarded to the Vice President for Academic Affairs 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 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 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-level review committee to the VPAA for his or her further individual review, unless the candidate involved withdraws the application.

## **7. VPAA's Responsibilities**

- a. The VPAA shall recognize the primacy of the review process at the department level.

- b. The VPAA shall act to maintain the fair and uniform application of promotion standards across departments, while recognizing valid differences between departments (e.g., publications in the sciences vs. performances or exhibition in the arts).
- c. The VPAA must follow the time table for promotion specified in [Appendix B](#).
- d. The VPAA may confer only with the candidate's dean, department chair, department-level promotion committee, and/or the candidate himself or herself for purposes of reviewing the application for promotion.
- e. The candidate shall be invited to attend any such meeting between the VPAA and the dean, the department chair, and/or the department-level 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 VPAA shall complete his or her individual review of the applications for promotion 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 VPAA determines a negative recommendation, the reason or reasons for the negative recommendation shall be reported in writing to the candidate involved, to the chair of the candidate's department, to the chair of the candidate's department-level review committee, and to the dean of the candidate's college.
- h. Positive and negative recommendations by the VPAA shall be communicated to the President of the University except in the cases of those candidates who withdraw their applications.
- i. The VPAA shall communicate the result of the eventual Board actions on continued applications as soon as possible to the respective candidates, the chairs of their departments, and to the deans of the candidates' colleges.

## **8. President's Responsibilities**

- a. The President shall consider all applications for promotion which have been forwarded by the VPAA and shall conclude a recommendation regarding each of them. In the event of a negative recommendation, the President should advise the applicant, 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.

## **9. Conclusion of Appeals**

If a faculty member appeals a negative promotion recommendation by the VPAA 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 applicant.

*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.*

## APPENDIX D

### *Procedures for Tenure*

#### 1. General Provisions

- a. Each department in the University shall establish a standing committee on tenure (or a committee on promotion and tenure) consisting of at least three full-time, tenured faculty members. The College of Business and Economics will have only one promotion and tenure committee. 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).
- b. All parties involved in tenure decisions must follow the time table specified in [Appendix B](#).

#### 2. Candidate's Responsibilities

- a. Each faculty member has the primary responsibility for providing material in support of his or her application for tenure.
- b. The candidate must follow the time table for tenure found in [Appendix B](#).
- c. The candidate 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 portfolio for the use of the committees and individuals involved in personnel evaluation. The portfolio shall contain evidence of the candidate's credentials, teaching proficiency, and professional growth, including
  - (1) The candidate's curriculum vitae in a form consistent with the model found in [Appendix E](#).
  - (2) Up to five samples from the last five years of items listed under **Scholarly Activities** in the *curriculum vitae* model found in [Appendix E](#)
  - (3) The most recent syllabus for each course taught regularly.
  - (4) The computer summaries of data from student evaluation forms for the entire probationary period.
  - (5) Such supplements and documentation as the written department procedures may specify.
  - (6) No more than fifteen pages of additional material submitted by the candidate.
  - (7) A self evaluation of professional teaching development and philosophy.

- e. **Departments may choose to allow or require electronic submission of materials for the professional portfolio. Examples of electronic formats may include a course created in Blackboard, DVDs, shared drives or other appropriate tools. The format chosen for submission of electronic portfolios by the department must conform to privacy policies established by the University, and access must be limited to those with authority (the candidate, members of the Department Committee on Promotion and Tenure, Department Chair, Dean, VP, President, Board of Visitors). When electronic portfolios are used, letters from the Department Committee on Promotion and Tenure, Department Chair, Dean, VP, President, and Board of Visitors will be provided in hard copy as well as electronically.**
- f. The candidate shall submit this professional portfolio to the department chair. A department chair who is a candidate for tenure shall submit his or her professional portfolio to the chair of the appropriate department-level review committee ([see 3 below](#)).
- g. If notified by the department 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 the inclusion of a letter of exception or clarification as provided for in [2.i below](#), the professional file cannot be modified or added to after its final submission at the department level until the entire promotion review process has been completed.
- h. The candidate shall have access to all materials relating to his or her candidacy in the department-level committee's files except the detailed results of secret ballots.
- i. If the candidate seeks 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.
- j. Whether or not a candidate seeks reconsideration or pursues an appeal, 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 tenure committee, the department chair, the dean, the VPAA, or any combination of them. The faculty member shall provide copies of the letter 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 VPAA, or the President, and (c) is not to be considered part of the seven pages of additional material in the professional portfolio.

### 3. Tenure Consideration of a Department Chair

- a. As a candidate for tenure, a department chair may:

- (1) rely solely on his or her department 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 tenure committee to be specially elected by the department and three teaching faculty members selected by the VPAA. This special department-level committee shall follow the general procedures which apply to all department tenure committees, except as modified by any special procedures which had been proposed by the applicant's department and approved by the dean of the appropriate school. The special committee shall have access to all materials normally available to the department's tenure committee.

1. 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 school.

#### **4. Department 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 time table for tenure found in [Appendix B](#).
- c. The committee chair shall be responsible for ensuring that the committee adheres to University tenure policies and procedures and any additional policies and procedures which have been formally approved by the department and the dean.
- d. Each department may elect to have a single committee or separate committees on promotion and tenure. The tenure 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. Normally, classroom visits should be scheduled in advance.
- f. The committee shall establish a means of circulating student evaluations and other bulky materials. Each committee member shall have a copy of the candidate's resume.
- g. All committee members must formally meet to discuss and vote on candidates. Abstentions are not acceptable. An affirmative recommendation for tenure shall be based on a vote of two-thirds or greater of the 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, for three years or until the candidate receives tenure.

#### **5. Department Chair's Responsibilities**

- a. The department chair shall provide all newly appointed department faculty members with a copy of all departmental policies on tenure.
- b. The department chair must follow the time table for tenure in [Appendix B](#).
- c. In the spring, the chair shall provide to the department and the chair of the department tenure committee a list secured from the VPAA of all department members eligible for tenure consideration in the forthcoming fall semester.
- d. The chair shall develop a recommendation for each candidate and shall consult with the department tenure committee chair to set a date for the exchange of their written recommendations.
- e. The department chair shall transmit both recommendations to the dean. The chair shall notify the department committee of all actions taken on department tenure candidates at all levels beyond the department. Materials to be submitted in support of an application for promotion shall include only the following:
  - (1) The candidate's professional file as specified in [2.d. above](#).
  - (2) Letters from (a) the department chair, and (b) the chair of the departmental tenure committee. These letters should justify positive or negative recommendations and should include judgments of teaching effectiveness, professional achievements, and service to the College and the community. The chair's and the committee's reports summarizing their reviews shall contain explicit recommendations as to whether the faculty member should receive tenure.
  - (3) Copies of recent publications or other major professional work from the last five years.
  - (4) Such other materials which are specifically requested by the school dean.

## **6. 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 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 time table for tenure specified in [Appendix B](#).
- d. The applicant's materials received shall be considered only by the dean of the college from which they emanated.
- e. Recommendations on the applications shall be completed and communicated by the dean to the respective candidates.
- 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 chair



of the candidate's department, and to the chair of the candidate's department-level review committee.

- g. The candidates' files, the department-level review recommendations, and the recommendations of the dean shall be forwarded to the VPAA except in the cases of those candidates who withdraw their applications. If the VPAA does not already have on file all letters from previous years in the probationary process, copies of such letters should be sent at his request.
- h. In the event that a dean's participation in the review of any application for 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 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-level review committee to the VPAA for his or her further individual review, unless the candidate involved withdraws the application.

## **7. VPAA's Responsibilities**

- a. The VPAA shall recognize the primacy of the review process at the department level.
- b. The VPAA shall act to maintain the fair and uniform application of 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 VPAA must follow the time table for tenure specified in [Appendix B](#).
- d. The VPAA may confer only with the candidate's dean, department chair, department-level tenure committee, and/or the candidate himself or herself for purposes of reviewing the application for tenure.
- e. The candidate shall be invited to attend any such meeting between the VPAA and the dean, the department chair, and/or the department-level 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 VPAA shall complete his or her individual review of the applications for tenure which have been separately forwarded by the individual deans, and shall communicate his or her own recommendations to the individual candidates. If the VPAA does not already have on file all letters from previous years in the probationary process, copies of such letters should be sent at his request.
- g. In the event that the VPAA determines a negative recommendation, the reason or reasons for the negative recommendation shall be reported in writing to the candidate involved, to the chair of the candidate's department, to the chair of the candidate's department-level review committee, and to the dean of the candidate's school.

- h. Positive and negative recommendations by the VPAA shall be communicated to the President of the University except in the cases of those candidates who withdraw their applications.
- i. The VPAA shall communicate the result of the eventual Board actions on continued applications as soon as possible to the respective candidates, the chairs of their departments, and to the deans of the candidates' schools.

#### **8. President's Responsibilities**

- a. The President shall consider all applications for tenure which have been forwarded by the VPAA and shall conclude a recommendation regarding each of them. In the event of a negative recommendation, the President should advise the applicant, 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.

#### **9. Conclusion of Appeals**

If a faculty member appeals a negative recommendation by the VPAA 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 applicant.

*References: Faculty Handbook 1982, 1986, [1987 rev.1]; Organization of Teaching Faculty November 8, 1984; December 5, 1985; April 24, 1986; January 14, 1988; November 10, 1988; College Council, April 11, 1991. Faculty Senate, September 7, 2000; April 9, 2009; March 18, 2010. Board of Visitors June 13, 2009; June 10, 2010.*