

2.5 Criteria for the Award of Tenure to Collegiate/Instructional Faculty

Tenure

Tenure may be granted to collegiate/instructional faculty who have a growing reputation of distinction in teaching, scholarly research/creative activities and professional services, and who provide evidence that their continued employment will enhance the mission and goals of the University. Tenure may be granted to the candidate who contributes to the intellectual life and the well being of the community. The primary review of a faculty member's qualifications for tenure rests with his or her peers. External evaluation of the research or other scholarly activities of a faculty member may be required for tenure consideration.

Decisions on tenure are different in kind from those on promotion. Tenure, in fact, is more exacting. While demonstrating quality in the areas of 1) teaching, 2) scholarly research/creative activity, and 3) service, the candidate for tenure must demonstrate professional collegiality. Concerning collegiality, the University concurs with the following statement from the *AAUP Statement on Collegiality as a Criterion for Faculty Evaluation*, (1999):

Collegiality, in the sense of collaboration and constructive cooperation, identifies important aspects of a faculty member's overall performance. A faculty member may legitimately be called upon to participate in the development of curricula and standards for the evaluation of teaching, as well as in peer review of the teaching of colleagues. Much research, depending on the nature of the particular discipline, is by its nature collaborative and requires teamwork as well as the ability to engage in independent investigation. And committee service of a more general description, relating to the life of the institution as a whole, is a logical outgrowth of the Association's view that a faculty member is an "officer" of the college or University in which he or she fulfills professional duties. . . . Understood in this way, collegiality is not a distinct capacity to be assessed independently of the traditional triumvirate of scholarship, teaching, and service. It is rather a quality whose value is expressed in the successful execution of these three functions. Evaluation in these three areas will encompass the contributions that the

virtue of collegiality may pertinently add to a faculty member's career. . . . Certainly an absence of collegiality ought never, by itself, to constitute a basis for non-reappointment, denial of tenure, or dismissal for cause.

Collegiality should not be confused with sociability or popularity. Collegiality should be understood in professional, not personal, terms, and relates to the performance of a faculty member's duties, primarily within a department. The requirement that a candidate demonstrate collegiality does not mean tenured faculty should expect conformity to their views. The "elementary principles of academic freedom . . . protect a faculty member's right to dissent from the judgments of colleagues and administrators. . . . Criticism and opposition do not necessarily conflict with collegiality. Gadflies, critics of institutional practices or collegial norms, even the occasional malcontent, have all been known to play an invaluable and constructive role in the life of academic departments and institutions. They have sometimes proved collegial in the deepest and truest sense" (*AAUP, Collegiality* 1999).

Concerns relevant to collegiality include the following: Are the candidate's professional abilities and relationships with colleagues compatible with the departmental mission and with its long-term goals? Has the candidate exhibited an ability and willingness to engage in shared academic and administrative tasks that a departmental group must often perform and to participate with some measure of reason and knowledge in discussions germane to departmental policies and programs? Does the candidate maintain high standards of professional integrity?

Given the importance of collegiality in tenure consideration and the need to demonstrate collegiality within the VSU academic community, tenure should not be granted to a collegiate/instructional faculty member at the point of hire other than in the case of an exceptional candidate, and then only upon (1) recommendation (by vote) of a majority of the tenured faculty of the affected department, (2) recommendation of the University Promotion and Tenure Committee, and (3) recommendations from the Provost, the President, and the Board of Visitors. In such cases, the newly appointed person should have already had tenure in his/her most recent higher education position.

Tenure is not guaranteed as a matter of course to those who are on probationary contracts and whose contributions to the University are merely adequate. Employment during the probationary period is limited to six annual contracts, each issued for a single year.

Tenure may be granted to collegiate/instructional faculty only by the Board of Visitors upon recommendation of the President, and when it is specific to a designated academic discipline.

Tenure will not be granted to faculty members who are serving under temporary appointments or in part-time positions; nor is tenure normally granted to persons classified as administrative faculty. In exceptional circumstances, tenure may be granted to an administrative faculty member by the Board of Visitors at the time of appointment upon recommendation of the affected department, the Provost and the President. In such cases, the newly appointed person should have already had tenure in the employment being vacated in order to serve VSU. Prior to such an award being made, the University Promotion and Tenure Committee shall review the credentials of the person being recommended and advise the Provost of its conclusions.

Tenure may be awarded by the Board of Visitors to collegiate/instructional faculty on probationary contract, when recommended by the President in accordance with University procedures, who meet the following standards and criteria:

1. The candidate holds, or is being promoted simultaneously to, the rank of associate professor or professor.
2. The candidate has a minimum of four years of full-time teaching experience at the college or University level, or its equivalent. A candidate may begin the tenure review process at the end of the fourth year so as to undergo review during the fifth year. However, the tenure review process must begin no later than at the end of the fifth year of full-time teaching at Virginia State University, in which case the candidate would undergo review in the sixth year.
3. For a candidate with teaching experience, or its equivalent, acquired before joining the Virginia State University faculty, a determination will be made at the time of appointment of the number of years of full-time teaching experience to be credited for such service toward the tenure probationary period. This determination will be made by the department chair in consultation with the dean and Provost and will be communicated to the candidate in writing at the time of appointment. Normally, the candidate for tenure will be expected to serve half of the tenure probationary time at Virginia State University.
4. The candidate holds a terminal degree (e.g., PhD, M.F.A., etc.) in the area of the teaching specialty, or its recognized equivalent.
5. The candidate is rated “outstanding” in teaching, at least “noteworthy” in either scholarly research/creative activities or professional service, and “satisfactory” in the third category by at least 50% of his/her evaluators, using departmental promotion and tenure evaluation instruments.
6. The candidate demonstrates the continuing ability to help his or her department meet its long-term goals.
7. The candidate demonstrates the continuing ability to help the University fulfill its mission and meet its long-term goals.
8. The candidate meets any specific standards or criteria for tenure related to the requirements of a particular discipline that may be established by individual departments and schools if such additional requirements have been published and approved by the Faculty Senate and the Board of Visitors.

Virginia State University shall adhere to the commonly observed principle that when a candidate undergoes tenure review (including appeals, if warranted), he/she either moves “up or out”—either to a tenured position or to a final, one-year contract. Should tenure not be granted during

the sixth year, the chair shall give the candidate at least a twelve month's notice of non-continuation.

Faculty members who have attained tenure before the distribution of the *2004 Faculty Handbook* will retain that status and rank. They are, however, subject to the provisions of the current document with respect to future promotion, termination, compensation, or benefits. Nothing herein shall be interpreted as revoking any tenured appointment made prior to the adoption of this *Handbook*. However, policies and procedures applicable thereto shall be as provided in this *Handbook*.

Faculty members who were hired prior to adoption of the *2004 Faculty Handbook* shall be given the option to be evaluated for tenure under the guidelines in effect at the time of their hiring. Alternatively, they may declare their desire to be evaluated under the guidelines of the *2004 Faculty Handbook*. This decision must be communicated to the chair when a faculty member declares his/her intent to be reviewed for tenure. All faculty hired after the adoption of the *2004 Faculty Handbook* shall be evaluated under its guidelines.

2.6 Promotion and Tenure Review Process for Collegiate/Instructional Faculty

An individual who wishes to apply for promotion or tenure must initiate the review process in timely accord with published schedules. The timetable for the various steps in the review process is given in the *Academic Procedures Manual*. The individuals involved in the review process are identified in Figure 1.

An established system for the evaluation of faculty members is an integral part of the tenure and promotion process. The nature of the evaluation process and the criteria that are to be used are described in other sections of this *Handbook*. Special attention will be paid the evaluation of new faculty members.

Each department must conduct a thorough third year review of all its probationary (tenure track) faculty members. This shall take place before the conclusion of the fall semester of the faculty member's third year. The chair shall request a current vita and any supporting material the chair or the faculty member deems appropriate prior to the review. The particular focus of this review is the faculty member's progress toward achieving tenure, and therefore must specifically address the criteria for tenure. To be maximally useful to the candidate and the department, the review shall also involve the entire tenured faculty in the candidate's department. In order for the review to accurately reveal the judgment of tenured faculty, it shall conclude with a vote on whether or not, in the judgment of the tenured faculty, the candidate is making appropriate progress toward tenure. The result of the vote in addition to the chair's separate evaluation shall be communicated to the candidate before the conclusion of the fall semester of the candidate's third year. This review should particularly identify any areas in need of improvement or enhancement. Faculty should understand that this vote is not a commitment to grant or deny tenure in the future.

A faculty member who is being considered for tenure or promotion will be informed, in a timely manner, of all official decisions or recommendations made by groups and individuals who review the qualifications. The faculty member will have the right to provide supplementary materials to reviewers and to rebut information that was obtained from other sources.

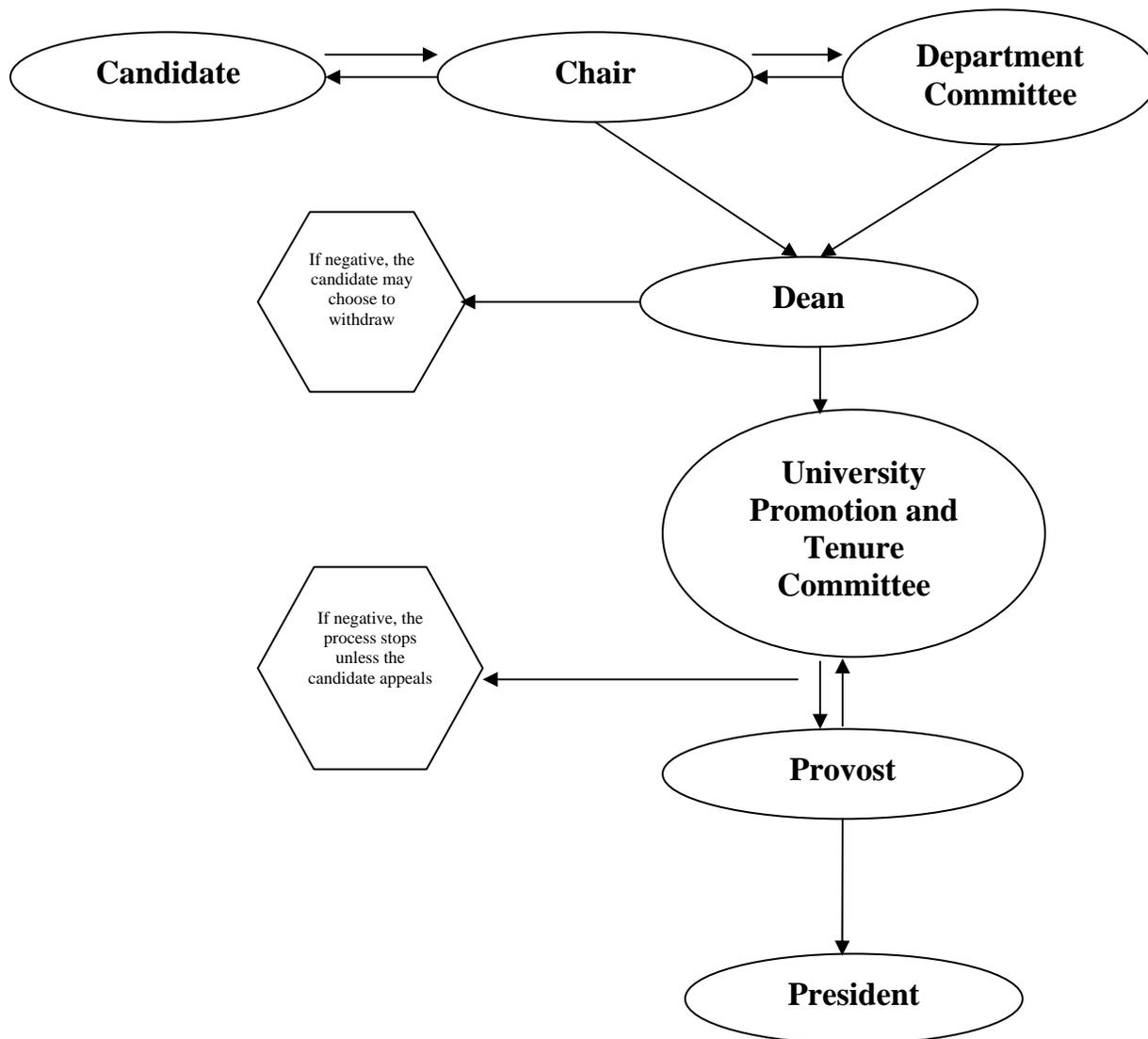
A faculty member who is not recommended for tenure or promotion by the University Committee on Promotion and Tenure or by the President will have the right to appeal using established procedures. Appeal procedures are defined below.

The review process will proceed as follows:

1. The candidate submits the dossier to the department chair (the content and format for the dossier are given in the *Academic Procedures Manual*). If the candidate is a department chair, the school dean will receive the dossier.
2. The department chair (or school dean) reviews the dossier, informs the candidate of any omissions and submits the dossier to the department committee. At least two tenured faculty members of the department shall be elected by the department faculty to serve on the committee. No member of the University Promotion and Tenure Committee or the University Academic Appeals Panel may serve on the department committee. If the department does not have two tenured members of the faculty eligible to serve, the dean from the school shall appoint one or more tenured members of the faculty from a related discipline to serve on the committee.
3. The department committee obtains recommendations from all eligible department faculty members other than the department chair. For a candidate being considered for tenure, only tenured faculty members in the department are eligible. For a candidate being considered for promotion, only those faculty members who are at or above the desired rank are eligible. All eligible departmental faculty members are expected to cast a vote for or against tenure for the candidate, and may also provide other information to the departmental committee for inclusion in their report. Eligible faculty members should not be limited in their deliberations to examination of Pay for Performance evaluations, which are more properly considered by the departmental chair for his/her recommendation. A fresh and thorough examination of the candidate's application materials as well as his/her collegiality should be central to the deliberations of the eligible departmental faculty.
4. The departmental committee tabulates the votes, collects other data, and summarizes the recommendation of the department in a report. This report is forwarded to the dean and to the candidate, and the portfolio package is returned to the chair.
5. The chair makes an independent recommendation and forwards the portfolio package to the school dean. The chair informs the candidate of his/her recommendation, citing reasons.

6. The school dean reviews the package, makes a recommendation, and informs the candidate of the recommendation, citing reasons. At this point, the candidate may exercise the option of withdrawing from the promotion or tenure process (there will be no additional opportunity to withdraw). Normally, the candidate would exercise the option to withdraw if s/he is being evaluated in the fifth year. In any case, the dean must communicate in writing to the candidate what his/her options are in the coming year (e.g., reapplication, a term contract, etc.).
7. If the candidate desires to proceed, the dean submits the promotion or tenure package, including recommendations and documentation, to the University Promotion and Tenure Committee.
8. The Promotion and Tenure Committee reviews the promotion or tenure package makes a recommendation, and informs the candidate of the recommendation, citing reasons. The Promotion and Tenure Committee then forwards the promotion and tenure package, including the recommendations and documentations, to the Provost/Vice President for Academic and Student Affairs.
9. The Provost /Vice President of Academic and Student Affairs prepares a written analysis of the recommendation and comments that have been made at the various levels, makes a recommendation, and informs the candidate of his/her recommendation, citing reasons. If the recommendations of the University Promotion and Tenure Committee and the Provost are both positive, the process continues. If both recommendations are negative, the process ceases, unless the candidate chooses to appeal to the Appeals Subcommittee of the Faculty Senate Committee on Reconciliation. If there is a disagreement between the recommendations of the University Promotion and Tenure Subcommittee and the Provost, then the Provost and the subcommittee should meet to attempt to reach an agreement. If they cannot agree, the process ceases unless the candidate appeals the decision to the Appeals Subcommittee of the Faculty Senate Committee on Reconciliation.
10. Once the appeals process is complete, if applicable, the Provost forwards all recommendations to the President, who reviews the package and makes a decision whether to recommend the candidate to the Board of Visitors for final action. If the President decides not to recommend the candidate to the Board, the President will inform the candidate of the decision, citing reasons for the negative decision. A negative decision of the President is final, unless appealed by the candidate as described under Section 2.16 below.
11. The Board of Visitors reviews the President's positive recommendation and supporting materials and decides whether to award the candidate promotion or tenure. The decision of the Board is final and is not subject to further internal review.

Steps in the Promotion and Tenure Review Process
Figure 1



2.7 University Promotion and Tenure Committee

The University Promotion and Tenure Committee shall assist in implementing the promotion and tenure process for collegiate/instructional faculty. The University Promotion and Tenure Committee is a subcommittee of the Faculty Policies Committee, a standing committee of the Faculty Senate.

1. The University Promotion and Tenure Committee will review the cases of all individuals seeking promotion or tenure. The Provost/Vice President for Academic and Student Affairs will make recommendations to the President based on the deliberations and recommendations of the committee.
2. The University Promotion and Tenure Committee consists of nine tenured faculty members at the associate professor rank or higher, two each from the School of Liberal Arts and Education; the School of Engineering, Science and Technology; and the School of Business; one from the School of Agriculture; and two at-large members recommended by the Faculty Senate, one of whom must be a full professor and one of whom must be a tenured member of the Faculty Policies Committee (see FS By-Laws VIII B for more particulars). At least one of the representatives from each school must be a full professor, except in the case of the School of Agriculture. If needed, a school may draft a full professor from another institution. No single department may have more than one member on the committee.
3. The members of the Committee will be elected by the faculty they represent at announced school meetings.
4. The members of the committee will elect the chair of the committee from its membership. S/he must be a tenured full professor.
5. The members of the committee shall serve staggered terms of three years, with the exception of the Faculty Policies Committee member, who will serve a one-year term.
6. All members of the committee must cast a vote on each case of tenure and/or promotion. Records of decisions shall be kept by the University Promotion and Tenure Committee, but all deliberations of the committee must remain confidential.