All faculty will use the revised AP&T policy (August 2017) with one exception: Term faculty at the rank of instructor as of June 30, 2017 will have the option to use the former AP&T policy (May 2016), through June 30, 2020, or the revised AP&T policy (August, 2017) to seek promotion to Clinical Assistant Professor only.
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1.0 Goal, Objectives and Authority

1.1 Goal

Excellence is the original and continuing goal of Virginia Commonwealth University (VCU). A prerequisite of this goal is the recruitment and retention of a distinguished faculty. This requires the appointment, promotion and tenure of a faculty in a way that encourages excellence in the creation, dissemination and application of new knowledge and artistic expression and fosters an atmosphere of free inquiry and innovation in a global setting.

Appointment, promotion and tenure are based on the merit of the individual, consideration of comparable achievement in the faculty member’s particular field, and the faculty member’s value to the mission, needs and resources of the University. Central to the appointment, promotion and tenure process is VCU’s commitment to recognize and reward faculty members who help fulfill the mission and vision of the university.

Recognized and rewarded contributions include those made to the intellectual and academic success of a diverse student body through teaching; to research and discovery that advances knowledge, inspires creativity and improves human health through scholarship; and to the global engagement of students, faculty, and staff that transforms lives and communities through service in support of the university’s mission.
Faculty members may be recognized and rewarded for academic work conducted in an integrated way by using their research to inform their teaching; using their service and teaching as sources of ideas for their research; and using their teaching as opportunities to provide service to the community, as well as to foster student learning.

Promotion in rank reflects quality of performance in appropriate teaching, scholarship and service. Tenure shows the University's continuing commitment to the faculty member, whose position shall not be terminated without adequate reason. The promotion and tenure system at Virginia Commonwealth University is designed to foster:

- Academic freedom of thought, teaching, learning, inquiry and expression.
- Fair and equitable treatment for all individuals.
- Appropriate participation by the faculty, the student body, the administration and the Board of Visitors.
- A normal succession and infusion of new faculty.

1.2 Objectives

The objectives of the system described in this document are:

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

Each school and each department of a school where recommendations for academic appointments are initiated shall establish written guidelines for promotion and tenure. The policies and procedures for granting expedited promotion and tenure shall also be established at the unit level. Unit guidelines shall be consistent with the university-wide policies in this document, but shall also specify the details involved in meeting the particular goals and objectives of those units.

Promotion in rank and tenure are considered initiated wherever the budgetary and signature authority for Personnel Actions Forms resides. If promotion and tenure are initiated only at the school level, guidelines shall be written for both the department and the school. The guidelines for the procedures and criteria for a given department of a school may be identical to the guidelines of that school.

Guidelines shall define tenured, tenure-eligible, and term (non-tenure) faculty positions and the relationship of the unit’s promotion and tenure system to the unit’s work plan and individual faculty member work plans developed in accordance with the Faculty Roles and Rewards Policy. The guidelines of each school and each department must be consistent with university policy but shall include procedural variations, composition of committees and criteria for promotion and tenure relative to the unit’s mission. The guidelines shall include specific measures for evaluating faculty member performance.

The guidelines for all departments and/or schools shall be formulated and reviewed periodically by a committee of the department and/or school. The faculty shall elect the committee members, and the committee members shall be open to faculty recommendations. A majority vote of the faculty shall be required for the approval of all guidelines.

1.4 Appointing Authority
Promotion and tenure of the faculty are made under the ultimate authority and with the final approval of the Board of Visitors.

The president is authorized to recommend faculty promotions and conferral of tenure to the Board of Visitors according to the procedures set forth in this document.

2.0 Faculty Ranks and Appointments

This document applies to the university faculty appointments at the ranks of professor, associate professor, assistant professor and instructor who responsibilities are primarily teaching or research. All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure). Section 3.0 defines the types of appointments.

2.1 Basic Criteria and Criteria Definitions for Tenured, Tenure-eligible, and Term (non-tenure) Faculty Members.

In order to insure distinction in learning, research, scholarly pursuits and creative expression, and service, the following criteria shall apply in the evaluation of all tenured and tenure-eligible faculty members for promotion and tenure. For faculty members holding term (non-tenure) faculty appointments, the criteria shall be applied in the evaluation for promotion as appropriate to the individual faculty member’s special mix of duties. All faculty members’ work plans are developed in accordance with the Faculty Roles and Rewards policy. Faculty members holding administrative positions must meet the guidelines of their own academic unit. General criteria include:

1. Appropriate credentials and experience.
2. Demonstrated continuing scholarship and professional growth. Faculty members should be continuously

a. Credentials
b. Teaching

Credentials and competence in practice and education are consistent with those outlined for each rank and type of appointment (tenure track, term clinical, term research).
engaged in productive and creative scholarly activity in areas relevant to the goals and mission of their academic unit. They should make a substantive contribution to the body of knowledge in their discipline that reflects high standards of quality in creativity, scholarship and professional competence. They should demonstrate leadership and professional competence in independent scholarship and/or collaborative research that leads to creation of new knowledge or creative expression. Scholarship can be in the form of research and discovery scholarship, the scholarship of teaching and learning, or community-engaged research. Research and discovery scholarship breaks new ground in the discipline and answers significant questions in the discipline. Scholarship of teaching and learning includes applied research regarding various pedagogies, student learning, and assessment practices; development and dissemination of materials for use in teaching beyond one’s own classroom. Community-engaged research is a collaborative process between the researcher and community partner at all stages of the research process. Examples are community-based participatory and action research.

3. Demonstrated quality in teaching. Teaching shall be evaluated based primarily upon the impact of the faculty member’s teaching in programs relevant to the mission of their academic unit. Faculty members must demonstrate master of their subject matter and at communicating this understanding to student learners; most fundamentally, faculty members should demonstrate that their students learn. There should be evidence of the candidate’s sustained commitment to classroom instruction, to inclusion of advising and availability to students as a component of teaching, to sustained effectiveness as a contributor to the intellectual development of students through devices such as course design, course material, curriculum development, and attention to other mechanisms of enhancing student learning. Mentoring, and other forms of beneficial interactions between the candidate and learners, may be given appropriate weight as a part of the teaching criteria as determined by the academic unit. Demonstrated quality of teaching may include community-engaged teaching that connects students

The School of Nursing expects all faculty to evidence content knowledge and clinical expertise foundational for their area of teaching responsibility. Teaching may include university courses, continuing education activities, and related curricular or scholarly activities. Classroom teaching refers to lectures, seminars, discussion sections, and workshops. Clinical teaching involves discussions, conferences, demonstrations, and supervision of individuals and groups. Related teaching activities include curriculum planning and the maintenance of clinical agency/preceptor relationships. Scholarly activities related to teaching include the development, or publication, of materials which enhance teaching effectiveness for self and other educators. Other related scholarly activities may include, but are not limited to, assisting students in the development or utilization of research. The School of Nursing recognizes every individual will not necessarily meet criteria for rank in the same way.

c. Scholarship and Professional Growth

The School of Nursing expects scholarship and professional growth activities of all faculty in the School. The nature, breadth, and depth of the scholarship outcomes will vary by rank and by appointment category. The School expects all tenure track faculty to develop a sustained production of publications from their program of research. Multiple outcomes can be used for this category, including: chapters, grants, national or international presentations, but they have as a core, the external review. As rank increases, the School expects the scope of an individual’s program of scholarship to increase. A program of scholarship consists of a well-organized, productive, coherent plan with an established trajectory. The School of Nursing expects faculty in term (non-tenure) appointments to develop a program of scholarship that progresses across the ranks, as described in the criteria. Scholarship should focus on the faculty member’s practice or teaching of practice. Activities of scholarship may vary widely, and sustained yearly outcomes are an expectation. The evaluation of scholarship should be considered in relation to the primary assignment of teaching.
and faculty members with activities that address community-identified needs through mutually beneficial partnerships that deepen students’ academic and civic learning. Examples are service-learning courses or service-learning clinical practica.

While knowledge generation may be included in the program of scholarship for term faculty, it is not a critical component for promotion through the ranks. Term faculty may focus on projects, clinical phenomena, and evaluation of programs or effective teaching activities. The outcomes for term faculty may also take the same form as the outcomes for tenure track faculty. Term Faculty Scholarship:

- Is context-specific, rigorous intellectual process of expert observation and astute discernment,
- An integrative and creative endeavor,
- Requires comparison, analysis, and synthesis,
- Includes the scholarship of integration, application, and education, or
- Includes reformation of existing knowledge.

4. Demonstrated performance in service. Faculty members are expected to give of their time and expertise for the betterment of their department, school and university, their profession and/or the broader community. Service includes engaging in the application of learning and discovery to improve the human condition and support the public good at home and abroad. Demonstrated performance in service may include community-engaged service, which is the application of one’s professional expertise to address a community-identified need and to support the goals and mission of the university and the community partner.

The School of Nursing recognizes three main components of service that may overlap for some faculty. The School recognizes the first component of service may be direct (provision of services) or indirect (e.g., health policy/legislative activities, consultation). The School recognizes the second component of service as the use of faculty expertise in leadership capacity in professionally related organizations’ to enhance these organizations’ professional missions. The School recognizes the third component of service as the use of faculty expertise to facilitate the organizational work of the University and its units through committee membership and/or leadership.

The School of Nursing does not expect all faculty to participate in all components of service. As rank increases, the School expects the scope and depth of service to increase. While the School expects the involvement of all faculty in University/School service activities as delineated in the work plan, a program of service must focus on more than service to the University/School. A program of service consists of well-organized, coherent, productive, planned activities with a clear, goal-directed trajectory of service.

2.1.1 Application of Criteria and Criteria Ratings for Tenured and Tenure-eligible Faculty

Faculty member performance with respect to teaching, scholarship, and service shall be rated (in descending order) as excellent, very good, satisfactory, or unsatisfactory. Credentials and experience shall be rated as satisfactory or unsatisfactory. All written reports and

Rank Specific Criteria for Appointment, Promotion and Tenure

TENURE ELIGIBLE FACULTY

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

Appointment or promotion to assistant professor shall indicate the candidate can be expected to perform satisfactorily all required academic duties and holds promise for further professional development.

Criteria for Rank of Assistant Professor (Tenure Track)

II. Teaching

1. Possesses an educational and clinical background which evidences content knowledge and skills foundational for effective classroom and clinical teaching.
2. Demonstrates an ability to present focused content effectively.

III. Scholarship and Professional Growth

1. Evidences potential for research in an identified focus area.
2. Demonstrates scholarly productivity including publication of manuscripts, external funding and/or national/international research presentations.

IV. Service and Academic Responsibility

1. Participates in local or regional activities designed to address health care issues.
2. Participates at the state or local level in professional organization(s).

Appointment or promotion to associate professor requires a minimum rating of excellent in either scholarship or teaching and a rating of very good in the other of these two categories. Candidates also must achieve a minimum rating of satisfactory in service. Candidates must be effective researchers and teachers and show a pattern of accomplishment in scholarship that indicates progress toward a national or international reputation in their discipline.

Criteria for Rank of Associate Professor (Tenure Track)

II. Teaching

1. Evidences effective teaching in several courses within the faculty member’s area of expertise.
2. Evidences recognition by colleagues and students for effective teaching beyond assigned courses.
3. Evidences initiative in the development and improvement of teaching strategies and/or educational programs.

III. Scholarship and Professional Growth

Earned research doctorate with either a major study in nursing at the baccalaureate level or higher, or an established program of research that contributes to innovation in nursing science.
1. Evidences an established focus of research with sustained scholarly output, including publications in refereed presentations, book chapters or books.
2. Evidences progress toward national recognition for expertise and accomplishments in a given area of scholarship.
3. Secures external funding for research.
4. Guides student’s research activities.

IV. Service and Academic Responsibility

1. Evidences a beginning program of service consistent with the individual’s scholarship.
2. Participates effectively on select School or University committees, councils or task groups.

Appointment or promotion to professor requires a minimum rating of excellent in either scholarship or teaching and a rating of very good in the other of these two categories. Candidates also must achieve a minimum rating of very good in service. Candidates must be effective researchers and teachers and demonstrate a pattern of distinguished accomplishment in scholarship that indicates achievement of a national or international reputation in their discipline.

Criteria for Rank of Professor (Tenure Track)

II. Teaching

1. Assumes a leadership role in curriculum/course development, implementation or evaluation.
2. Evidences recognition as an authority in a focused area by professionals outside the University.
3. Assists less experienced faculty in the use of educational strategies.

III. Scholarship and Professional Growth

1. Evidences recognition as a national authority for the significance of research and scholarly achievements.
2. Publishes extensively in refereed journals.
3. Demonstrates ability to secure ongoing external funding.
4. Serves as a mentor for colleagues and student research activities.

IV. Service and Academic Responsibility

1. Demonstrates sustained national or internationally recognized service consistent with the individual's scholarly inquiry.
2. Provides sustained leadership in meeting the goals of the institution (e.g., School and University committees, program development and maintenance or facilitating the development of other faculty).
2.1.2 Application of Criteria and Criteria Ratings for Promotion for Term (Non-tenure) Faculty

Each unit with term (non-tenure) faculty appointments shall provide written guidelines for promotion of term (non-tenure) faculty. The criteria and definitions of criteria as specified in 2.1 shall apply to term (non-tenure) faculty to the extent that the criteria and definitions are consistent with that faculty member’s special mix of duties. The guidelines shall address how a term (non-tenure) faculty member’s effort shall be weighted by the special mix of duties assigned to faculty members holding these appointments. The guidelines shall also specify the voting rights of the faculty regarding a recommendation to promote or renew these faculty appointments.

SON specific:
Appointment or promotion to Clinical Instructor shall indicate the candidate can be expected to perform satisfactorily all required academic duties and holds promise for further professional development.

Criteria for Rank of Clinical Instructor (Term Clinical Track)

I. Credentials and Experience

Minimum Master's degree in nursing or public health with a nursing concentration. Master’s degree applicants will be considered at Clinical Instructor rank only. For ranks above Clinical Instructor, earned doctoral degree is required. Doctorally prepared applicants will be considered at the rank of Clinical or Research Assistant Professor or above only.

II. Teaching

1. Is recognized as a skilled clinician, as indicated by experience and/or certification appropriate to teaching position or responsibilities.

III. Scholarship and Professional Growth

1. Demonstrates evidence-based practice.
2. Evidences ability to facilitate scholarship activities in the clinical setting.

IV. Service and Academic Responsibility

1. Evidences service activities consistent with clinical expertise.
2. Maintains expertise in area of clinical practice.

SON specific:
Appointment or promotion to Clinical Assistant Professor shall indicate the candidate can be expected to perform satisfactorily all required academic duties and holds promise for further professional development.

Criteria for Rank of Clinical Assistant Professor (Term Clinical Track)

II. Teaching

1. Possesses an educational and clinical background which evidences content knowledge and skills foundational for effective classroom and clinical teaching.
2. Demonstrates an ability to present focused content effectively.
3. For those in the clinical role, demonstrates an ability to build partnerships in clinical practice.

III. Scholarship and Professional Growth

1. Evidences potential for scholarship in an identified focus area.
2. Demonstrates scholarly productivity related to practice including publications of manuscripts and clinical presentations.

IV. Service and Academic Responsibility

1. Participates in service activities consistent with focus of clinical expertise.
2. Participates at the regional level in professional organization(s).

SON Specific: Appointment or promotion to Clinical Associate Professor requires a minimum rating of excellent in either scholarship or teaching and a rating of very good in the other of these two categories. Candidates also must achieve a minimum rating of satisfactory in service.

Criteria for Rank of Clinical Associate Professor (Term Clinical Track)

II. Teaching

1. Evidences effective teaching in several courses within the faculty member's area of expertise.
2. Evidences recognition by colleagues and students for effective teaching beyond assigned courses.
3. Evidences initiative in the development and improvement of teaching strategies and/or educational programs.
4. For those in the clinical role, demonstrates a consistent ability to facilitate partnerships in clinical practice.

III. Scholarship and Professional Growth

1. Evidences an established focus of scholarship in teaching or clinical area with sustained scholarly output, including publications in refereed journals, presentations, book chapters or books.
2. Demonstrates sustained efforts to influence or change teaching or clinical practice.
3. Evidences progress towards national recognition for expertise and accomplishments in teaching or clinical practice.
4. Guides students' scholarship activities.
IV. Service and Academic Responsibility

1. Demonstrates service activities in the work of professional organizations and other community groups consistent with the focus of teaching or clinical expertise.
2. Participates effectively on select School or University committees, councils or task groups.

SON Specific:
Appointment or promotion to Clinical Professor requires a minimum rating of excellent in either scholarship or teaching and a rating of very good in the other of these two categories. Candidates also must achieve a minimum rating of very good in service.

Criteria for Rank of Clinical Professor
(Term Clinical Track)

II. Teaching

1. Assumes a leadership role in academic teaching or practice mission.
2. Evidences recognition as a national authority in a focused area of teaching or clinical practice.
3. Mentors less experienced faculty in the role of teaching and learning.

III. Scholarship and Professional Growth

1. Demonstrates consistent and substantial outcomes of scholarship.
2. Evidences recognition at the regional/national level as an expert in an area of scholarship.
3. Obtains funding for clinical scholarship.

IV. Service and Academic Responsibility

1. Demonstrates sustained service activities at the national level consistent with focus of teaching or clinical expertise.
2. Demonstrates sustained leadership in select committees in the School or University.
3. Demonstrates leadership in professional or regional organizations.

Criteria for Rank of Research Instructor
(Term Research Track)

II. Teaching

1. Serves as resource for faculty and students in area of expertise.
2. Participates in educational activities in area of expertise, e.g., guest lectures.

III. Scholarship and Professional Growth

1. Demonstrates beginning pattern of dissemination of knowledge in area of expertise, e.g., co-authoring articles and presentations.

IV. Service and Academic Responsibility

1. Participates in professional organizations at local level.
2. Shares expertise with community.

Criteria for Rank of Research Assistant Professor (Term Research Track)

II. Teaching

1. Participates in transmission of knowledge and skills in area of expertise to students and faculty.
2. Effectively communicates expertise to students/faculty in educational settings.

III. Scholarship and Professional Growth

1. Demonstrates knowledge and expertise in designated area.
2. Facilitates research/evaluation process in designated project(s).
3. Evidences written dissemination of knowledge through articles, papers, monographs, protocols, book chapters or other similar means.
4. Presents clinical papers, programs and/or continuing educational offerings in area of expertise.

IV. Service and Academic Responsibility

1. Consistently shares expertise with the community.
2. Participates in professional organizations at local and state levels.

Criteria for Rank of Research Associate Professor (Term Research Track)

II. Teaching
1. Consults with faculty to facilitate integration of knowledge in area of expertise in curriculum.
2. Expertise is demonstrated in course and/or program development and teaching.

III. Scholarship and Professional Growth

1. Demonstrates superior knowledge and skill in area of expertise reflected in activities e.g., consultation and invited lectures.
2. Provides leadership in the development and implementation of research and evaluation projects.
3. Participates in interdisciplinary activities in area of expertise.
4. Demonstrates consistent pattern of dissemination of knowledge and skill in area of expertise through publication in scholarly journals, books and monographs.
5. Demonstrates consistent pattern of presentation of clinical papers, programs and/or continuing educational offerings in area of expertise in professional community.

IV. Service and Academic Responsibility

1. Provides leadership in professional organizations at local, state and/or regional levels.
2. Demonstrates benefit to community in area of expertise.

Criteria for Rank of Research Professor
(Term Research Track)

II. Teaching

1. Provides consultation to faculty and the university in regard to curricular/programmatic issues/content in area of expertise.
2. Serves as resource to advanced students in area of expertise, e.g., doctoral committees.
3. Demonstrates excellence in educational activities in area of expertise, e.g., invited lectures/seminars.
4. Develops courses/programs in area of expertise as appropriate, e.g., special topics course.

III. Scholarship and Professional Growth
1. Demonstrates leadership in development, implementation and dissemination of research, e.g., serving as Principal Investigator.

2. Record of scholarship reflects high level of consistent productivity in regard to funding of grants, publications and/or presentations.

3. Provides leadership in development of interdisciplinary research and other related projects as appropriate.

4. Leadership in area of expertise is demonstrated through invited presentations/publications/consultations at regional and national levels.

V. Service and Academic Responsibility

1. Provides leadership in professional organizations at regional and national levels.

2. Provides leadership in defining and implementing community initiatives related to area of expertise.

2.2 Department and School Criteria for Tenured, Tenure-eligible and Term (Non-tenure) Faculty Members.

- The detailed school and/or department guidelines shall amplify the general criteria of the university.
- Additional special criteria unique to a given school and/or department are encouraged.
- The individual school and/or departmental guidelines shall designate the relative importance of the scholarship, teaching, and service criteria and define what they mean by ratings of excellent, very good, satisfactory, and unsatisfactory in each area.
- These guidelines shall be approved by the unit’s faculty and thereafter provided to all new faculty members and filed with the school and provost’s office and the University Promotion & Tenure Policy Review Committee.

3.0 Defining Appointments

All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure) or adjunct (non-tenure). Adjunct (non-tenure) appointments are part-time. All other appointments shall be full-time and either tenured, probationary (tenure-eligible) or term (non-tenure).

The School of Nursing follows the University’s policies when the School of Nursing policy does not reflect any additions/changes.

Adjunct appointments in the School of Nursing include both paid and non-paid appointments.
A tenured appointment is an appointment that continues until the faculty member either voluntarily leaves the university or is dismissed for cause as specified in Section 11. Tenure is conferred in accordance with the criteria and procedures established by this document and supplemented by appropriate school and department guidelines. Tenure is granted only at the rank of associate professor or professor.

A term (non-tenure) appointment is a full-time appointment to the faculty for a specific mix of duties and does not lead to tenure. Term (non-tenure) appointments shall always be at the rank of professor, associate professor, assistant professor, or instructor. Term (non-tenure) faculty members shall hold the same rights and responsibilities specified in the Faculty Handbook as tenured or tenure-eligible faculty except they shall not be afforded tenure or tenure eligibility. (e.g., Clinical Professor, Visiting Professor, Research Professor or Teaching Professor) should be used. A term (non-tenure) appointment may be for a period of one to five years and may be renewable. Conditions and notifications for non-renewal are to be specified in the contract letter for term (non-tenure) appointments.

Adjunct faculty (non-tenure) appointments are granted to faculty member who serve the university part-time and are employed for specific activities. The rights and privileges of adjunct faculty shall be specified in the guidelines of the unit making the appointment, but they shall not participate in the evaluation of full-time faculty member for promotion or tenure. Recommendations for appointments or rank of part-time, non-tenured faculty shall not require academic review outside the school. These personnel action shall be review using guidelines established by the school and department and recommended by a letter from the department and/or school with the concurrence of the dean.

3.1 Tenured Appointments

In the School of Nursing, the recommending academic unit is the school, not the department. The faculty of the School of Nursing approves school criteria. Criteria for recommending tenure are consistent with the University standards and
Tenure is conferred based on the faculty member’s demonstrated capabilities, academic achievement and the university’s anticipated long-term academic needs.

A recommendation for a tenured appointment is initiated only by an academic unit of a degree-granting school or college. Typically, recommendations for tenured appointments are initiated in the department of a school, but in schools where recommendations for academic personnel actions are initiated at the school level, the recommendations for tenured appointments are initiated at the school level. The guidelines for each academic unit where recommendations for tenured appointments are initiated shall specify written criteria and standards for recommending tenure in that unit. These criteria shall assure that recommendations are based on a record of effectiveness in teaching, scholarship appropriate to the discipline, professional growth and service to the University, the profession and/or the public. These guidelines shall also specify each unit’s procedures for consultation with external evaluators and how the use of external evaluators is reported to the candidate. External evaluators shall be at a rank equal to or higher than the rank for which the candidate is being reviewed.

Recommendations for initial faculty rank and tenure are made to the Department Chair and Dean by the School of Nursing Appointment, Promotion and Tenure Committee. For those faculty with previous tenure at another university, the recommendation will be based on a review of the candidate’s vita, references, research/scholarship, teaching and service. Additional materials may be requested. (See “Appointment Procedures” in School of Nursing Policy and Information Handbook for elaboration.) For faculty without previous tenure, the recommendation for tenure is made by the School of Nursing Appointment, Promotion and Tenure Committee based upon a review of the candidate’s vita, self-statement, publications, references, external review and the recommendation from the Search Committee.

3.2 Probationary (Tenure-Eligible) Appointments

Probationary appointments are granted to faculty members with suitable preparation and experience and are appointed in positions identified by the department and/or school as appropriate for tenured faculty.

The maximum period of probationary service for an assistant professor is typically six academic years. An initial appointment at the rank of professor or associate professor may also be probationary appointments. The maximum period of probationary service is typically two years as a professor and three years as an associate professor.

3.2.1 Alterations of the Probationary Period.

There are some situations where alternations of the typical probationary period are warranted and may be established at the time of the initial appointment by the mutual agreement between the faculty member and the

The School of Nursing will follow the University policy for alterations of the probationary period.
department chair and/or dean. Following are situations where an altered probationary period is warranted and can be established:

1. Prior service at an academic institution at the rank of assistant professor or above.
2. Prior service in a discipline unrelated to the present appointment, with the approval of the Provost warrants a reduced probationary period.
3. Prior service while a candidate for a doctoral or equivalent terminal degree at any institution warrants a reduced probationary period.
4. In exceptional cases, when the special nature of a faculty member’s scholarship or special mix of duties warrants an extended probationary period of time to meet the general criteria for tenure.

The agreed upon period of probationary service must be so noted in the notice of appointment. Faculty members reviewed for tenure before the end of their full probationary period shall not be subject to any extraordinary requirements and shall be required to meet the same standards required of them at the end of the full probationary period.

In no case shall such an altered probationary period exceed 10 years for an assistant professor, five years for an associate professor and three years for a full professor. Any altered probationary period must receive approval from the provost for faculty on the Monroe Park campus or from the vice president for health sciences for faculty from the medical campus. Academic units must specify and clearly describe the situations for an altered probationary period in their unit P & T document and apply the criteria for the alterations uniformly for all new faculty hires.

At the end of this agreed upon probationary period, the faculty member must be given an appointment with tenure or a one-year terminal appointment.

3.2.2 Extensions of the Initially Agreed Upon Probationary Period

A tenure-eligible faculty member may request an extension of the agreed upon probationary period when extenuating circumstances are projected to impede
significantly normal progress. Such circumstances might include but are not limited to childbirth, adoption, care of terminally ill immediate relative, personal trauma, short-term disability as defined by the Virginia Sickness and Disability Program, natural disaster, major accidents, or other circumstances beyond the control of the candidate. Extensions may also be granted for public or appointed university service. Application for extensions must be made through the unit within one year of the onset of the extenuating circumstances.

The faculty member’s prior annual reviews shall be considered in making the decision about the extension of the initial probationary period. In no case shall an extended probationary period be granted based solely on lack of progress toward work plan goals.

Written approval of the extension by the dean and the provost on the Monroe Park campus or the vice president for health sciences is required. All extensions of the initial probationary period shall be entered in writing in the faculty member’s personnel file. In no case shall such an extension of probationary period exceed 10 years for an assistant professor, five years for an associate professor and three years for a full professor exclusive of extensions for leave or extenuating circumstances described above.

### 3.2.3. Evaluation of Probation for Tenure-eligible Faculty

Probationary appointments are the rank of assistant professor shall be reviewed periodically by the academic unit where personnel actions are initiated. The guidelines for each such unit shall specify how this review shall be conducted and the criteria to be used to evaluate progress toward tenure. The guidelines shall specify the frequency of the review(s), how the individual work plan developed in accordance with the Faculty Roles and Rewards Policy shall be incorporated into the review process, and how the candidate shall be informed regarding progress toward meeting the standards and criteria for tenure in that unit. The guidelines shall specify the voting rights of the faculty regarding continued probation, terminal reappointment, or a recommendation to grant tenure.

The departmental chair, the reviewing faculty of the department or the candidate may request a review for a
recommendation to grant tenure. A faculty member may be reviewed for tenure once before the normal review occurring at the end of the probationary period. Faculty members reviewed for tenure before the end of their full probationary period shall not be subject to any extraordinary requirements and shall be required to meet the same standards required of them at the end of the full probationary period.

A decision to terminate a probationary appointment may be made during any year of the probationary period and need not wait until the end of the normal probationary period.

3.2.4. Linkage

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

Tenure-eligible associate professors may be reviewed for tenure alone or for promotion and tenure simultaneously. A decision to deny a promotion does not preclude a decision to award tenure.

3.3 Transition between Tenure Track Positions and Term Appointments

A tenure-eligible faculty member on a probationary appointment may transfer to a term appointment with the concurrence of the provost or the vice president for health sciences, dean, departmental chair where the academic personnel action is initiated, and the individual concerned. This transfer suspends the period of probationary service, but the faculty member retains rights consistent with other term appointment guidelines.

Transfers from term appointment to tenure track position must follow the VCU Guidelines for Faculty Transfers (see VCU Guidelines for Faculty Track Transfers). All policies outlined in this document apply to tenure track positions that transfer from term appointments.

Term (Non-tenure) Faculty

Term (non-tenure) faculty have the designation of term faculty established at the time of appointment. Competence in teaching, scholarship, and service commensurate with rank is expected with depth and outstanding achievement in the category in which the person is hired (teaching, service or research). If a term faculty member applies for and is appointed to a tenure track position, rank is assigned based on the tenure track criteria.

The School of Nursing Appointment, Promotion and Tenure Committee reviews all term faculty candidates for promotion. The School has specific guidelines for term faculty which recognize the focus of their appointment as teaching, clinical or research. See Section 2.3 for the procedure to establish weighting for term faculty work. These guidelines provide the basis for faculty appointment and promotion.
Term faculty hired at the rank of Instructor will have one review in the third year of appointment conducted by the School of Nursing Appointment, Promotion and Tenure Committee. The review will be based upon the criteria for Clinical/Research Assistant Professor. The term faculty member being reviewed will provide an evaluation file following the basic criteria format as found in section 2.1 that includes a current curriculum vitæ, annual work plans with self-assessment, evaluations of teaching, peer evaluations, copies of scholarly work such as published work and presentations, evaluation by the department chair and documents supporting progress toward the rank of Clinical/Research Assistant Professor. The Committee shall determine whether the candidate has made progress toward achieving the School of Nursing Appointment, Promotion and Tenure criteria for the rank of Clinical/Research Assistant Professor and make recommendations to the Dean. Renewal of term faculty appointments is made by the Dean in consultation with the Department Chair or Associate Dean. At the end of the fifth year of continuous employment in the School of Nursing, the term Clinical/Research Instructor must seek promotion to Clinical Assistant Professor and must meet the requirements for promotion to Clinical/Research Assistant Professor by the end of the sixth year. Failure to be promoted will result in a one-year terminal appointment.

Reviews external to the University will be solicited in the same manner as for tenure-eligible and tenured faculty at the rank of Clinical/Research Associate Professor or Clinical/Research Professor only. Renewal of term faculty appointments is made by the Dean in consultation with the Department Chair and/or Associate Dean of Academic Programs.

3.4 Continuing Review of Faculty

All tenured and term (non-tenure) faculty members shall be evaluated annually using criteria established in the guidelines of the school and/or department. Faculty members with term (non-tenure) appointments also shall be evaluated taking into consideration the special duties assigned to the individual faculty member’s term appointment. The guidelines for all evaluations shall be consistent with and fully incorporate the guidelines in the Faculty Roles and Rewards Policy.

The Department Chair conducts an annual review with each Department faculty member. This review is conducted based on the promotion and tenure criteria for rank and the faculty member’s three-year work plan which follows the model in the Faculty Roles and Rewards Policy.

Adjunct appointments in the School of Nursing include paid and non-paid part-time appointments. Faculty appointments are made by the Dean based on the recommendation of the Department Chair or Associate Dean. The rank at appointment is based on the Appointment, Promotion and Tenure criteria for term faculty rank. Faculty in adjunct
appointments may seek promotion, but not tenure. Adjunct faculty seeking promotion will be reviewed by the School of Nursing Appointment, Promotion and Tenure Committee in the same manner as term faculty. External reviews are not required for adjunct faculty promotion. Affiliate appointments are part-time non-paid faculty.

3.5 Honorary Titles

The president and/or board of visitors may designate the rank of university professor, commonwealth professor, or emeritus professor as deemed appropriate. The voting privileges of faculty holding honorary title shall be specified in the guidelines of the units where they are appointed.

Faculty holding honorary titles in the School of Nursing will not have voting privileges related to School of Nursing Appointment, Promotion and Tenure policies and Committee elections.

3.6 Administrative Titles

Faculty members may be assigned administrative titles designating administrative responsibilities held in addition to any tenured/tenure-eligible or term (non-tenure) faculty rank concurrently held.

Administrative titles and compensation for administrative responsibilities are held independent of any concurrently held faculty rank. Periodic reviews of a faculty member’s performance as an administrator are separate and independent of academic reviews conducted for faculty promotion and/or tenure conducted under this document.

Administrative titles and responsibilities are held for specific terms or at the discretion of a superior administrative officer. Removal from an administrative position does not impair any rights the administrator held as a faculty member.

It is not possible for an administrator to hold tenure in an administrative title, but administrators may earn and hold tenure under concurrently held faculty titles.

3.7 Notice of Appointments
Every faculty appointment or change of status shall be specified in a written notice of appointment issued by or in behalf of the Board of Visitors to the faculty member.

The notice shall include the following information: rank, academic unit(s) in which the appointment is made, type of appointment (tenured, tenure eligible, term (non-tenure), or adjunct), period of appointment, whether it is part or full time, and salary. If it is a tenure eligible position, the notice of appointment shall also include the length of the probationary period and the tenure review date.

Except for increases in rank or salary, and except for action expressly authorized by these regulations, changes in any of the items listed in 3.8 are not permitted during the term of an appointment except with the agreement of the faculty member and the Board of Visitors or its authorized delegate.

3.8 Joint Appointments With Non-University Agencies

A joint appointment for a faculty member with a non-University agency does not in any way fiscally obligate the University for salary or benefits supplied by the non-university agency in the event of a change in the relationship between the faculty member and the non-University agency or between the agency and the University.

Joint appointments with a non-University agency shall require a letter of approval from the University and non-University administrative units involved in the appointment. Such letters shall specify the privileges granted to the faculty member by each unit and the responsibilities and obligations of the faculty member to that unit during the appointment.

4.0 University Promotion and Tenure Policy Review Committee

4.1 Committee Composition

a. The University Promotion and Tenure Policy Review Committee shall consist of a minimum of
one tenured faculty member from each school, none of whom hold administrative titles at the level of departmental chair or above. No school shall have more than three members serving on the committee at any given time.

b. To fill a vacancy, the President of Virginia Commonwealth University shall appoint committee members from a list composed of three names jointly recommended by the President of the Faculty Senate and the dean of the school with the vacancy. The president shall designate the chair of the committee.

c. The members of the committee shall serve staggered three-year terms. In case of vacancies the president shall make appointments to fill uncompleted terms. Persons who have served a complete three-year term are ineligible for reappointment for three years.

d. Members of the University Promotion and Tenure Policy Review Committee shall not be eligible for concurrent service on a departmental or school promotion and tenure committee while serving on the University Promotion and Tenure Policy Review Committee.

### 4.2 Committee Duties

The Committee shall:

a. Formulate and, with the president’s approval, issue such general instructions and schedules as may be necessary to coordinate the promotion and tenure process throughout the University.

b. Receive the written guidelines for promotion and tenure from each unit where academic personnel actions are initiated and from all units that participate in the academic review process in that school. The University Promotion and Tenure Policy Review Committee shall review the guidelines for clarity and conformity with this document and either approve or propose modification of the guidelines.

c. Perform an in-depth review of all steps of the promotion and tenure process in each school every third year on a rotating basis. This review shall include at least one member of the Promotion and Tenure Policy Review Committee.
attending, as an observer, as least one meeting of each step of the review process in that school and examining a random sample of promotion and tenure files of faculty being reviewed. The review of the school shall also include a written notification to the faculty of the unit under review and invite oral or written comments regarding the application of the guidelines and/or procedures used in the school for appointment, promotion and tenure. The findings concerning the review of each school’s promotion and tenure process shall be reported in writing to the president with copies both to the dean and to the promotion and tenure panel of that school.

d. Report annually to the present and to the faculty on the operation of the promotion and tenure system, including the number of candidates and the outcomes of their candidacy.

5.0 School Promotion and Tenure Committee

5.1 Committee Election and Term of Office

Each school shall elect a school promotion and tenure committee as provided by the guidelines of the school. The school guidelines may allow the dean to appoint additional committee members following the election of the committee. Only full-time faculty members shall be eligible to vote.

The committee shall consist of no fewer than three faculty members all of whom shall be tenured. None of the committee members shall hold an administrative title at the level of departmental chair or above.

Members of the school promotion and tenure committee shall serve staggered three year terms. Those who have served three consecutive years are ineligible to serve again for one year. In the event committee vacancies should occur, an interim election shall be held to fill the incomplete term. Each year the committee shall elect a chairperson from its members.

The School of Nursing shall elect the Appointment, Promotion and Tenure Committee according to guidelines in the School of Nursing Bylaws. All Committee members will be tenured.
6.0 University Appeal Committee

6.1 Committee Composition

a. The University Appeal Committee shall consist of at least one tenured faculty member from each school, none of whom hold administrative titles at the level of departmental chair or above. No school shall have more than three members serving on the committee at any given time.

b. To fill a vacancy, the President of Virginia Commonwealth University shall appoint each committee member from a list composed of three names jointly recommended by the President of the Faculty Senate and the dean of that school with the current committee vacancy. The president shall designate the chair of the committee.

c. The members of the committee shall serve staggered three-year terms. In case of vacancies the president shall make appointments to fill uncompleted terms. Persons who have served a complete three-year term are ineligible for reappointment for three years.

d. Members of the University Appeal Committee shall not be eligible for concurrent service on a departmental or school promotion and tenure committee.

6.2 Committee Duties

The Committee shall review all faculty appeals as specified in 10.0 of this document.

The University Appeal Committee shall hold hearings regarding any proposed dismissal for cause of a tenured faculty member as specified in 12.0 of this document.

6.3 Committee Training

The Office of the Provost shall arrange training for newly appointed members of the Appeals Committee about the appeals process and procedure. Newly appointed members of the Appeals Committee are required to
attend this training before participating in committee decisions.

7.0 Academic Review Procedures for Promotion and Tenure for Tenured, Tenure-eligible and Term (non-tenure) faculty members.

Sections 7.1 to 7.1.3 – Apply only to those units where budgetary and signature authority for Personnel Action Forms has been delegated to the department of a school. Does not apply in the School of Nursing

Sections 7.2 to 7.2.2 Apply only to those units where budgetary and signature authority for Personnel Action Forms is retained at the school level. Applies in the School of Nursing

7.1 Promotion and Tenure Initiated at the Departmental Level

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

In those units where recommendations for academic personnel actions are initiated at the departmental level, the review process begins at the department. The candidate, with the departmental chair, shall develop a file following the guidelines established by the department. The completed file shall be forwarded to the peer committee to conduct a substantive evaluation of the candidate’s record and performance.

7.1.1 Peer Evaluation

The department chair shall form a peer committee following procedures described in the departmental guidelines. For tenure and tenure-eligible faculty members, the peer committee shall be composed of tenured faculty only, with a majority from the department. There must also be at least one tenured faculty member from outside the department on the
committee. For term (non-tenure) faculty members, the committee must have a majority of tenured faculty members, including at least one from outside the department, and at least one term (non-tenure) faculty member.

In the event that there is an inadequate number of tenured faculty from within a department to meet this criteria, or term (non-tenure) if applicable, school guidelines will specify the procedures to be followed.

In addition, student representation is required on the peer committees for both tenure-eligible and term (non-tenure) appointed faculty members. The voting status for student members shall be specified in the departmental guidelines.

The committee shall conduct a substantive evaluation of the candidate’s record and performance, including individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations. Only the peer committee shall solicit and receive external evaluations. External reviewers must be individuals with expertise in the candidate’s field or a related scholarly field, be from outside of VCU, and be an individual who can provide an independent review of the candidate’s work. Persons who have co-authored publications, collaborated on research, or been institutional colleagues or academic mentors/advisors of the applicant normally should be excluded from consideration as outside evaluators. Reviewers for external evaluations must be solicited both from persons suggested by the candidate and persons suggested by the committee. The file shall list all persons solicited for external review letters, identify each reviewer as either named by the candidate or named by the committee, and identify the relationship of the external reviewer to the candidate. The external evaluator must describe the nature of his/her relationship with the candidate in the review letter. A minimum of 3 external letters must be received for review. All solicited letters received must be included in the file. Each department’s guidelines shall specify the details of the use of external evaluations in that unit’s academic review process.
All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to external reviewers when letters are solicited.

The peer committee shall add a written report to the candidate’s file which shall include the numerical results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The peer committee shall forward the file to the chair of the department.

7.1.2 Department Chair

After receiving the file from the peer committee, the chair of the department shall review the file using the department guidelines as a reference, request supplementary material as needed, add a written recommendation and forward the recommendation, the file, and the peer committee report to the school promotion and tenure committee.

7.1.3 School Promotion and Tenure Committee

Evaluation

The school promotion and tenure committee shall receive the file from the chair of the department and review the file using the guidelines of the school as a reference. The committee shall review prior recommendations and enter a written report of its proceedings including the results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The file shall be forwarded to the dean of the school.

7.2 Promotion and Tenure Initiated at the School Level

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

In those units where recommendations for promotion and tenure are initiated at the school level, the review process begins at the school level. The candidate, with the dean, shall develop a file following the guidelines.

The dean delegates the duty to develop an evaluation file to the respective department chairs. Thus, the candidate shall develop the evaluation file (review packet), in consultation

Applies in the School of Nursing
established by the school. The completed file shall be forwarded to the peer committee to conduct a substantive evaluation of the candidate’s record and performance.

### 7.2.1 Peer Evaluation

When applications for promotion and tenure are initiated at the school level, the school promotion and tenure committee shall form a peer review committee following procedures described in the school’s guidelines. School guidelines shall specify whether the peer committee is the same as the school committee or whether someone can serve on both the school and peer committee. For tenure-eligible faculty members, the peer committee shall be composed of the tenured faculty only, with a majority from the department. There must also be at least one tenured faculty member from outside the department on the committee. For term (non-tenure) faculty members, the committee must have a majority of tenured faculty members, including at least one from outside the department, and at least one term (non-tenure) faculty member.

In the event that there are an inadequate number of tenured faculty members from within a department to meet these criteria, or term (non-tenure) faculty members if applicable, school guidelines will specify the procedures to be followed.

In addition, student representation is required on the peer committees for both tenure-eligible and term (non-tenure) appointed faculty members. The voting status for student members shall be specified in the departmental guidelines.

The peer committee shall conduct a substantive evaluation of the candidate’s record and performance, including individualized work plans developed in accordance with the Faculty Roles and Rewards Policy, prior reviews and written internal and external evaluations. Only the peer committee shall solicit and receive external evaluations. External reviewers must be individuals with expertise in the candidate’s field or a related scholarly field, be from outside of VCU, and be an individual who can provide an independent review of the candidate’s work. Persons who have co-authored with the Department chair following the guidelines developed by the School.
publications, collaborated on research, or been institutional colleagues, or academic mentors/advisors of the applicant normally should be excluded from consideration as outside evaluators. Reviewers for external evaluations must be solicited both from persons suggested by the candidate and persons suggested by the committee. The file shall list all persons solicited for external review letters, identify each reviewer as either named by the candidate or named by the committee, and identify the relationship of the external reviewer to the candidate. The external evaluator must describe the nature of his/her relationship with the candidate in the review letter. A minimum of 3 external letters must be received for review. All solicited letters received must be included in the file. Each department’s guidelines shall specify the details of the use of external evaluations in that unit’s academic review process.

All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to external reviewers when letters are solicited.

The peer committee shall add a written report to the candidate’s file which shall include the numerical results of a secret ballot for or against recommending promotion and/or tenure and the rationale for the recommendation. The peer committee shall forward the file to the chair of the department.

7.2.2 School Promotion and Tenure Committee Evaluation

The school promotion and tenure committee shall receive the file from the peer committee and review the file using the guidelines of the school as a reference. The committee shall review all prior recommendations and enter a written report of its proceedings including the numerical results of a secret vote for or against recommending promotion and/or tenure and the rationale for the recommendation. The file shall be forwarded to the dean.

8.0 Administrative Review Procedures for Academic Personnel Actions

The Peer Review Committee shall forward their written reports and recommendations to the School of Nursing Appointment, Promotion and Tenure Committee who will, in turn, submit these reports and its own report and recommendations to the Dean. The Department Chair shall submit their written report and recommendation to the Dean.
8.1 The Dean

After receiving a file, the dean shall review the file and add a recommendation addressing the fiscal and programmatic impact of the proposed academic personnel action on the school and forward the original file to the provost or vice-president for health sciences. A copy of the file, complete with all recommendations, but excluding the letters from the external reviewers, shall be given to the candidate.

If the recommendation is not supported by either the peer committee, the chair of the department, or the school tenure and promotion committee, then the dean has the option of returning the file, no more than once, to those review bodies that did not support the proposed personnel action and request reconsideration.

When promotion and/or tenure is not recommended, the dean shall inform the candidate of this decision. At this time the dean shall also give the candidate a copy of the file, without the letters from the external reviewers unless disclosure of these letters is required by law, and notify the candidate of the right to add a written statement to be included in the file. The candidate has 10 working days after notification by the dean to add a statement to the file.

The dean shall forward the original file, containing the candidate's written response and all recommendations and letters to the appropriate vice president.

8.2 The Provost and the Vice President for Health Sciences

Either the provost or the vice president for health sciences shall receive and review files and add a recommendation addressing the University fiscal and long range planning impact of the proposed academic personnel action.

If the administrative review of the provost or vice-president for health sciences supports promotion and/or tenure, the provost or the vice-president for health sciences shall forward the original complete file to the president with that recommendation.
If the administrative review of the provost or the vice-president for health sciences does not support promotion and/or tenure, the provost or the vice-president for health sciences shall inform the candidate of the decision in writing and notify the candidate of his or her right to appeal to the University Appeal Committee. The candidate has 15 working days from notification to appeal the decision of the provost or the vice-president for health sciences. The candidate initiates an appeal by sending a letter to the University Appeal Committee indicating where and how he/she believes the review process has erred.

9.0 Appeal Process

9.1 The University Appeal Committee

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

1. The proper procedures, as specified in this document, School/Unit Guidelines, and Department Guidelines were not followed.
2. Factually incorrect information was provided by someone other than the candidate, and utilized in the peer review or administrative review process.
3. Inadequate consideration of unit criteria or use of impermissible criteria.

9.2 Appeal Process

The University Appeal Committee shall receive all appeals. The candidate must provide a written request to appeal a decision to deny tenure and/or promotion to the chair of the Appeal Committee. The request must specify how proper procedures were not followed, and/or the information that is factually incorrect and/or inadequate consideration of unit criteria or use of impermissible criteria. The Appeal Committee will review the documents in question and decide if grounds for an appeal exist.

If the Appeal Committee decides that adequate grounds for an appeal exist, then it shall contact those review bodies identified in the denial and extend to them the
opportunity to respond to the appeal in writing and/or at a scheduled meeting of the Appeal Committee. The Appeal Committee should provide a copy of the appeal to the review bodies and request a written response to the appeal and/or extend an opportunity to attend the hearing to respond to the appeal.

The candidate shall have the right to address the Appeal Committee at a time convenient for both candidate and committee members. Such presentations shall be limited in scope to the specific grounds for appeal alleged in the written appeal request. New subject areas not addressed in the appeal may not be introduced. The candidate may be accompanied by one nonparticipating advisor. The candidate may suggest to the Appeal Committee the names of additional witnesses to speak at the hearing. The Appeal Committee may decide that it needs limited additional information or testimony and may call appropriate witnesses for a hearing or contact those individuals or review bodies identified in the denial for additional information. It shall confine any such hearings to those questions or issues specified in the appeal.

After reviewing the record and hearing testimony, the University Appeal Committee shall take one of the following actions.

a. Vote to support the appellant. When the Appeal Committee votes to support the appellant, the Committee shall forward the file to the president with a letter describing their recommendation with copies to the appellant, the provost or vice-president for health sciences and the dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision.

b. Vote to deny the appeal. When the Appeal Committee votes to deny any appeal, the Committee shall forward the file to the president with a letter describing their recommendation with copies to the appellant, the provost, the vice-president for health sciences and the dean. The letter shall include a rationale for the decision and the number of committee members voting for and against the decision. In the event of a tie vote the appeal is considered denied.

c. Decide that the candidate's file should be reconsidered at a prior level of review for remand
to the dean for reconsideration and forward this recommendation to the president. The Appeal Committee may direct the formation of a new peer committee using the processes specified in section 7.1.1 or 7.2.1. When a new peer committee is ordered or when the addition or deletion of material has altered the file, the file shall go through all previous review steps including new internal letters from all review bodies. New material may be added to the file only by this option.

10.0 The President and Board of Visitors

The president is authorized to recommend faculty promotions and conferral of tenure to the Board of Visitors. Promotion and tenure of the faculty are made under the ultimate authority and with the final approval of the Board of Visitors. (1.4).

When the president does not support the recommendation of a faculty member for promotion and/or tenure, the president shall notify the Board of Visitors, the candidate, the provost or vice president for health sciences and the dean of this decision in writing. If the president does not support a recommendation for promotion and/or tenure, no further appeal exists within the University.

If the president recommends a faculty member for promotion and/or tenure to the Board of Visitors and the Board of Visitors does not support the recommendation, the president shall notify the candidate, the provost or the vice president for health sciences and the dean of this decision in writing. If the Board of Visitors does not support the recommendation of a faculty member for promotion and/or tenure, no further appeals exist within the University.

11.0 Procedure for Termination of Employment of Tenured Faculty Members

The School of Nursing follows the University’s policies.

11.1 Reasons for Dismissal
Tenure is designed to protect the academic freedom of individual faculty members who have established themselves during probationary periods. Tenured faculty members are expected to continue to strive for excellence in all of their academic and scholarly tasks. Adequate reason for dismissal of a tenured faculty member may be established by a demonstration of any of the following:

a. Neglect, inability or failure to do the normal and expected satisfactory teaching, research and other services within the areas of presumed professional competence.
b. Professional incompetence which includes failure to continue scholarly development within the individual's discipline and failure to fulfill University assignments.
c. Moral turpitude.
d. Violation of academic or professional ethics.
e. Unprofessional conduct that significantly adversely affects the functioning of the department, school or University.
f. Violation of the Virginia Commonwealth University Rules and Procedures, as adopted by the Board of Visitors, provided the faculty member has been found guilty of an offense and a penalty for separation has been assessed pursuant to the Rules and Procedures.
g. Bona fide financial emergency in a department or school, or reorganization or termination of programs as defined by established university policies and procedures.

11.2 Post-Tenure Review

In accordance with 3.4 above, all tenured faculty members, including administrative faculty, are evaluated annually, using the established guidelines of their school and/or department. The annual evaluation examines the faculty member's performance in light of his or her expected contribution to the unit as established previously using the university's Roles and Rewards Policy. The annual evaluation is the core of the university's ongoing post-tenure review process, and it should contain a summary rating of excellent, very good, satisfactory, needs improvement or unsatisfactory. On this scale, the appropriate rating for a tenured faculty
member whose overall performance in previous years has been 'satisfactory' or better, but whose current overall performance is not satisfactory, is 'needs improvement.' If a faculty member's previous overall performance was rated 'needs improvement' and the current overall performance has not met the conditions for improvement, the appropriate rating is 'unsatisfactory.'

11.2.1 Post-Tenure Review Panel

Post tenure review is not a process whereby faculty members are being re-tenured. When a tenured faculty member receives one over-all unsatisfactory annual evaluation, a review panel will be appointed in the following way: Within 15 working days of notification of a need for a panel review, the faculty member and the chair of the department (or the dean where annual review is conducted at the school level) shall each submit lists of five possible panel members to the school's promotion and tenure committee, which will appoint the panel. The panel shall consist of five tenured faculty members. When possible, at least two of the panel members should be from the faculty member's department and at least one should be affiliated with another department. The chair of the school promotion and tenure committee will notify in writing the faculty member, the chair of the department and the dean of the proposed panel. Both the faculty member and the department chair (or the dean when annual evaluations are conducted at the school level) shall have the right to challenge any member of the panel for cause. Such challenges must be made in writing to the chair of the school promotion and tenure committee within 5 working days following notification of the proposed panel. The school promotion and tenure committee shall make the final decision on panel composition.

The University will emphasize faculty development as the reason for carrying out the post-tenure reviews and will commit the resources necessary to carry this out.

11.2.2 Assessment of Annual Evaluation

The panel first evaluates the faculty member's performance in light of his or her role in the department.
If the panel finds that the faculty member's performance was, in fact, satisfactory during the period in question, it shall issue a report to the chair and the dean delineating the reasons for its conclusion. The review is thus concluded. The dean shall monitor the chair’s annual evaluations of the faculty member for the next two years and the panel's report will be used in the dean's evaluation of the chair's performance. Where the annual evaluation is conducted by the dean, the dean's annual evaluations of the faculty member will be monitored by the appropriate vice president and the panel's report will be used by the vice president in evaluations of the dean's performance.

11.2.3 Improvement Plan

If the panel concludes that the faculty member's performance was unsatisfactory during the period in question, the panel, in conjunction with the chair and/or dean and the faculty member will elaborate a two-year improvement plan intended to aid the faculty member to return to a satisfactory level of performance.

11.2.4 Assessing the Improvement Plan

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

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

To initiate the termination of a tenured faculty member for just cause, the dean shall inform the faculty member and the provost or vice president for health sciences in writing of the proposed termination, the specific reasons for it and the effective date of termination. The dean must also inform the faculty member that a request or a hearing of the case by the University Appeal Committee must be initiated within 45 working days. In the absence of such a request the dean’s action becomes final.

The University Appeal Committee shall begin all requested hearings within 30 working days following receipt of a faculty member’s request. At least two-thirds of the Committee must be present at each meeting.

The faculty member shall have the opportunity to attend all meetings of the committee where evidence is received or witnesses are heard. The faculty member shall have the opportunity to cross-examine witnesses, to present evidence and may be accompanied by one nonparticipating advisor.

A complete record of the hearing shall be maintained and available to the parties involved. The hearing shall be closed to the public, except upon mutual agreement by the faculty member, the dean and the vice president.

The University Appeal Committee shall submit a completed written report to the provost or vice president for health sciences within 30 working days after conclusion of the hearings. If two or more Committee members dissent with the majority report, they must submit a written minority report concurrently.

The provost or the vice-president for health sciences shall review the University Appeal Committee’s findings and recommendations and convey a decision with a rationale in writing to the faculty member and to the University Appeal Committee within 10 working days. If the decision is for dismissal, they shall also inform the president.

The president upon written request shall review a decision for dismissal of the faculty member. However, unless the request is made within 15 working days after the provost or the vice-president for health sciences has rendered a decision, the provost's or vice-president's
decision shall be final and not subject to further appeal or review.

If a review by the president is requested within the 15 working day period, the president shall review the full record of the University Appeal Committee hearing, the Committee's findings and recommendations and provosts or the vice-president's decision and rationale before rendering a decision. The president's decision is final and not subject to review within the university further.

11.4 Dismissal for Financial Emergency, Reorganization and Termination of Programs

The termination of a tenured faculty appointment because of financial emergency or reorganization or termination of programs must follow established university policies and procedures. Such procedures shall protect the tenure rights of the individual faculty member and must include due process and faculty participation.

11.5 Compensation

Tenured faculty members who are terminated according to policies and procedures governing financial emergency, reorganization, and termination of programs have the right to receive their contractual university salaries for one year from the date of notification of dismissal, except that compensation ends upon commencement of full-time employment elsewhere. If the one-year period expires during an academic semester, the vice president may extend the employment to the end of the semester. Faculty members receiving compensation under these provisions may be required to perform for the university their regular services or services other than those which they have ordinarily performed so long as these services are professional in nature and appropriate to their educational experience and background.

12.0 Procedures for Review and Amendment of this Document
Changes in the Faculty Promotion and Tenure Policies and Procedures may be initiated at the request of the president, the Faculty Senate, the University Council or upon petition by 20% of the tenured and tenure-eligible faculty. Upon such a request, the president shall appoint an ad hoc faculty committee to review issues and recommendations regarding appointment, promotion and tenure policies and procedures and, if necessary, to recommend modifications.

Any members of the University community may raise issues or recommend review of these policies and procedures. They should address such requests to the University president who shall refer them to the Faculty Senate and University Council. Any changes in the Faculty Promotion and Tenure Policies and Procedures of Virginia Commonwealth University shall take effect only after review through the University governance system.
FACULTY ASSEMBLY BYLAWS GOVERNING THE APPOINTMENT, PROMOTION AND TENURE COMMITTEE

Excerpted from the Virginia Commonwealth University School of Nursing Policy and Information Handbook, I. Faculty Governance, A. Faculty Assembly Bylaw.

ARTICLE VIII

COMMITTEES

Section I: Committees of the Faculty Assembly, both standing committees and special committees or task forces, shall consist of members of the Faculty Assembly and, when appropriate, non-School of Nursing faculty, students, administrative professionals and necessary others appointed by the Steering Committee.

Section II: The Dean shall act at his/her discretion in an ex-officio (non-voting) capacity on all committees of the Faculty Assembly.

Section III: Faculty Assembly shall have the following standing committees:
- Appointment, Promotion and Tenure Committee
- Undergraduate Curriculum Committee
- Master’s Curriculum Committee
- PhD Curriculum Committee
- DNP Curriculum Committee
- Nominations Committee

Section IV: Committee Membership
Members of the Faculty Assembly shall elect members of Appointment, Promotion & Tenure; DNP Curriculum Committee, PhD Curriculum committee; Master’s Curriculum committee; Nominations Committees; and Undergraduate Curriculum committee.

Each Committee shall be formed for the purpose prescribed by these Bylaws, and each committee performs such functions as specified in the adopted Standing Rules and Procedures.

Standing Rules and Procedures
Steering Committee shall insure that committee membership reflects the needs of the committee. Departments and/or programs shall be consulted as appropriate. The Steering Committee will remove, at the request of said committee, any members who do not meet obligations.

Each committee:
- Elects chair or co-chairs as appropriate from within the committee at the first called meeting of the Committee, which shall be held immediately after the Annual Meeting or as soon as is practicable and reports the result to the Steering Committee. For, the DNP Curriculum Committee, the PhD Curriculum Committee, the Master’s Curriculum Committee, and the Undergraduate Curriculum Committee, the term of office for the committee chair will be two years. Co-chairs will be selected in the chair’s second year. Co-chairs can serve two terms on the committee without reelection.
- Submits an official copy of Committee minutes to be maintained by the Dean's office.
- Follows Rules and Procedures of the Steering Committee that relate to them. Standing committees shall operate immediately after the close of the Annual Meeting until the close of the Annual Meeting the following year.
• Dates and times of regular committee meetings shall be set by Steering Committee.
• Committees desiring Assembly action shall submit proposed motions to the Chair of Faculty Assembly prior to the Assembly meeting. Proposed motions not placed on the Assembly agenda may be taken directly to Assembly.
• All committee members are eligible to vote in committee.
• Designated alternate committee members, meeting the qualifications of committee membership, are eligible to vote in committee.
• Committee members desiring a change in membership shall discuss proposed changes with that Committee’s Chair, the Committee member’s Department Chair, the Nominations Committee Chair and Faculty Assembly Chair prior to the Nominations Committee proceeding with a Special Election.
• In the case of Special Elections, new Committee members will serve for the duration of the unexpired term of office.

**Appointment, Promotion and Tenure Committee** makes recommendations regarding appointment, promotion and tenure. The School of Nursing and University Promotion and Tenure Guidelines define the constitution and policies of the committee.

**Standing Rules and Procedures**
Membership: Five tenured faculty elected by a majority of the School of Nursing full-time faculty.

Term: Three years for faculty members. Members will serve staggered terms. Members may not succeed themselves on the committee.

Functions:
• Review and make recommendations for all candidates for promotion and/or tenure.
• Review proposed appointments and recommends rank.
• Assist faculty in preparing for promotion and tenure.
• Keep the School's guidelines for promotion and tenure current and in accord with University Promotion and Tenure Guidelines.
NEW HIRE PROCEDURE FOR RANK AND/OR TENURE RECOMMENDATIONS

The search committee chair or the department chair seeking to interview a faculty candidate should seek APT Committee review of applicant materials prior to bringing an applicant to campus for interview. When requesting a rank recommendation for a faculty applicant, the Search Committee Administrative Professional should forward applicant materials listed below to the Chair of the Appointment, Promotion and Tenure Committee AT LEAST THREE WORKING DAYS prior to a scheduled APT meeting.

Materials to submit include:
1. Cover sheet indicating:
   a. Name of applicant
   b. Type and nature of position for which applicant is applying (tenure track or term; attach position description if available)
      Dates of interview (if known) or date by which the Dean and the appropriate department chair need the rank recommendation
2. Applicant’s curriculum vitae
3. Additional materials received (Example – letters of recommendation, evidence of teaching experience that may have been requested when a candidate has never held a faculty position)
4. If tenure is requested, the APT Committee will identify other materials needed to complete the review for tenure. (Only individuals who are tenured or who have been tenured in other institutions are eligible for tenure review or appointment; exceptional circumstances may exist that call for an APT review and when these circumstances arise, they should be discussed with the APT Chair.)

The APT Committee will review the materials submitted, make a recommendation for rank and forward rank and graduate faculty appointment recommendation to the appropriate department chair and the Dean of the School of Nursing. If further materials are needed prior to making a recommendation for rank or tenure, the APT Committee will notify the department chair.
Information Related to Pre-Tenure Review

PRE-TENURE REVIEW PROCEDURE

1. DOCUMENTS

Tenure track faculty members will be asked to submit materials to the APT Committee for pre-tenure review by the third Monday in March of the third year of employment. Materials will be submitted electronically on a Blackboard Course designed for these purposes. The faculty member will be oriented to the process of entering the materials on the Blackboard Course by the APT Committee in the fall semester preceding the review due date. The materials for submission include the following:

1. Annual SON evaluation from department chair and work plan.
2. Self-statement organized to reflect rank criteria provided in APT Handbook
3. Current curriculum vitae
4. Summary of evaluations related to all courses taught as part of a faculty member’s teaching assignment (raw evaluation data should be kept available for review at the committee’s request
5. Evaluations related to other teaching, both from within and outside the School.
6. Peer evaluations of teaching, if available
7. Publications, including media, designated as Accepted, Under Revision or Under Review
8. Funded and unfunded grant(s) designated as Accepted, Under Revision or Under Review
9. Abstracts from presentations
10. Any supporting material useful in evaluating service activities

The Committee Administrative Professional will notify the department chair when the materials are available for review, no later than April 1.

2. RECOMMENDATIONS

The School of Nursing Appointment, Promotion and Tenure Committee will conduct the review using the Associate Professor criteria and will make a recommendation to the Dean to:

a) Re-new the probationary appointment or
b) Terminate the faculty member’s appointment

The department chair will conduct a review independent of the APT Committee and forward a recommendation to the Dean. Recommendations are due to the Dean by JUNE 1.

3. RESPONSIBILITIES

The Dean accepts or rejects the recommendations. Together, the Dean and Department Chair review the recommendations (of the APT Committee and the Department Chair) with the faculty member.
Related to—Appointment, Promotion and Tenure Review

PROCEDURES FOR PROMOTION AND/OR TENURE REVIEW
Adopted: November 11, 1998
Revisions Approved: October 10, 2001

These procedures address tenure track promotion and tenure, term track promotion and rank and/or tenure recommendations for candidates for faculty positions.

FACULTY INTENDING TO SEEK PROMOTION AND/OR TENURE
The candidate for promotion and/or tenure must notify the department chair of intent to seek promotion and/or tenure by MAY 1. The department chair must notify the School APT Committee by MAY 15 and COPY this letter to the Dean. Both notifications must be in writing.

SUMMARY OF TIME FRAME FOR PROMOTION AND/OR TENURE PROCESS
Dates are established for reports and recommendations within the School. Dates for submission of the various levels of recommendation within the School are guided by the University Promotion and Tenure Policy Review Committee’s annual promotion and tenure calendar.

EXTERNAL REVIEWERS FOR PROMOTION AND/OR TENURE REVIEW
The department chair and the candidate each submits, to the APT Committee by JUNE 1, three nominees for external reviewers and two nominees for the non-SON VCU faculty member for the Peer Committee. All reviewers should hold at least the rank the faculty member is seeking. Reviewers should have a program of research or scholarship similar to the candidate’s research or scholarship focus and be drawn from institutions comparable to VCU (e.g., VCU peer institutions, schools of nursing with NIH funding). The APT Committee selects the external reviewers from the nominees submitted. External reviewers are expected to review in the area of scholarship using the VCU School of Nursing criteria. External reviewers are asked to submit a copy of their curriculum vita with their review. All letters from external evaluators will be confidential unless disclosure is required by law. This policy will be conveyed to external reviewers when letters are solicited.

MATERIALS FOR REVIEW
The Chair of the APT Committee will create a Blackboard course for each faculty candidate seeking promotion and/or tenure. The candidate will enter his/her materials for review in the appropriate named course. A hard copy of all materials will be maintained in the office of the APT administrative professional.

MATERIALS TO BE SUBMITTED BY THE CANDIDATE TO THE PEER REVIEW COMMITTEE INCLUDE:

GENERAL
1. Curriculum Vita (provided to external reviewers if applicable)
2. Self-Statement (provided to external reviewers if applicable)
3. Annual SON evaluation from department chair and work plan
4. Copy of APT pre-tenure review, if appropriate
5. Letters of support submitted directly to APT Chair (no more than 10 letters)

TEACHING MISSION
6. Summary of evaluations related to all courses taught as part of faculty’s teaching assignment. Evaluation raw data should be kept available for review at the Committee’s request.
7. Evaluations related to other teaching both within and outside the School
8. Peer evaluations of teaching, if available

**SCHOLARSHIP MISSION (provided to external reviewers if applicable)**
9. Publications
10. Funded and unfunded grants
11. Abstracts from accepted presentations

**SERVICE MISSION**
12. Any supporting materials useful in evaluating service activities.

**PEER REVIEW COMMITTEE PROCEDURES**
The Peer Review Committee meets the number of times necessary in October and November to carefully review the documents. Peer Review Committees should schedule at least three meetings. The third meeting can be held on an as-needed basis.

**Suggested procedures for the first Peer Review Committee meeting:**
1. Orientation to the process and review of assignments

2. Materials are now electronically available on a specific SOPN Blackboard Course, assigned by the APT Committee Chair. Access is provided to this course by the APT Committee Chair to the faculty member to be reviewed, the Peer Review Committee members and the APT Committee administrative professional.

   Once the faculty member has uploaded all pertinent information for review, he/she will be removed from the Course to allow the Peer Review Committee to conduct it review. All materials, with the exception of the curriculum vitae and publications, are considered confidential and may not be shared or viewed by anyone other than the Peer Review Committee members, the APT Committee administrative professional, and the appropriate department chair.

3. APT Committee’s report and recommendation

**PROCEDURE FOR SELECTING SON STUDENT MEMBER OF APT PEER COMMITTEES**
The School of Nursing Appointment, Promotion and Tenure policy requires the inclusion of a School of Nursing student member on each peer review committee considering a faculty member's request for promotion and/or tenure. The policy requires that the potential student selection pool exclude from serving, those students who will be taught by the faculty member requesting the promotion and/or tenure during the academic year in which the request is made. The Committee is empowered by the policy to determine its selection procedures for choosing the student member. The list of the appropriate student pool can be obtained from OESS.

**The selection procedures are:**
1. The APT Committee will determine the general program level of student appropriate for the rank review requested, i.e., MS or PhD students for a candidate requesting promotion to Professor.

2. Using its familiarity with the curriculum, the APT Committee will exclude categories of students likely to be taught in the coming year by the candidate, e.g., all students in a master's program concentration likely to intersect with the candidate's potential teaching assignment.
3. The administrative professional assigned to the APT Committee will generate a list of potential student committee members to include all students in the appropriate level who were not excluded by the APT Committee.

4. Using a table of random numbers, the administrative professional will select a pool of six students for each peer review committee.

5. The administrative professional will e-mail the list of potential students to the APT Committee and include pertinent information such as program of study and whether the student is registered for full time or part time study in the semester in which the review will be conducted.

6. APT members will respond by email to approve the list or exclude any students as they deem appropriate.

7. The administrative professional will ask the candidate to review the remaining pool for any potential teaching conflicts. Students with potential conflicts will be excluded. The candidate may challenge any student on the list for any reason at this time and challenge will be reported to the APT Committee for its consideration.

8. Using a standard email request, the administrative professional will email each student from the remaining pool and request his or her participation. The e-mail outlines the commitment and stresses the confidential nature of the process.

9. The student member on the peer review committee will be the student who responds first and expresses a willingness to serve and has a schedule compatible with the first peer review committee meeting. A list of alternate students will be generated by the order in which subsequent students respond with a willingness to participate. When the student member is confirmed, the administrative professional will email the rest of the students who expressed a willingness to serve and thank them for their response.

10. The process will be repeated, if needed, until a student member is chosen.
SAMPLE OF THE STANDARD E-MAIL REQUEST TO PROSPECTIVE PEER REVIEW COMMITTEE
STUDENT MEMBERS FROM THE APT COMMITTEE

Dear ________________:

Each year the School of Nursing (SON) reviews faculty members for promotion and/or tenure. The Appointment, Promotion and Tenure Committee (APT) conduct the review.

Each candidate seeking promotion and/or tenure is reviewed by a Peer Review Committee composed of faculty in the School, a faculty member from VCU outside the School and a School of Nursing student. The student member is chosen by a process of random selection as outlined in the APT guidelines. By this selection, your name was chosen for inclusion with the group of students to be invited to participate as a member.

The Peer Review Committee for which I am inviting you to serve will review ________________ for promotion from ________________ to ________________.

The commitment asked of you includes:
• Review of the materials submitted by the candidate
• Share your professional assessment of the candidate’s qualifications as measured against the criteria outlined in the SON APT Handbook for the rank of ________________
• Participate in discussions at up to three meetings in the fall semester.

All discussions and actions of the Committee are taken in strictest confidence.

The end product of the review is a vote and a written assessment. All members of the Peer Review Committee are voting members and share the work of preparing the written recommendation.

Following the Peer Review Committee’s vote and the forwarding of its written recommendation, the full APT Committee conducts its review, while the candidate’s department chair conducts a concurrent review. The APT Committee votes and forwards a recommendation to the Dean of the School. The Dean, in turn, forwards his/her recommendation to the Vice President for Health Sciences for his/her review and recommendation.

This invitation is extended to you as an opportunity to serve a very important professional function in the academic world. Your careful consideration of the invitation is appreciated and the APT Committee looks forward to your response.

Please let me know if you have any questions about the process or the commitment. Do not hesitate to let me know if you have any concerns that the APT Committee Chair can address to help you in making your decision.

Please treat this as a confidential communication.

Many thanks,

________________________________
APT Committee Administrative Professional
PROCEDURE FOR APPOINTMENT OF FACULTY TO EMERITUS STATUS

The School of Nursing follows the University policies and procedures for the recommendation and appointment of faculty to emeritus status as outlined in the VCU Faculty Handbook.

Emeriti Faculty
The title emeritus/emerita is available as an award for exceptional service and outstanding dedication to the University. Normally, eligibility is limited to full-time faculty members who have retired at the rank of professor or associate professor and who have given long-time consecutive service to the University prior to retirement.

To be eligible for an emeritus/emerita appointment, a faculty member shall be nominated by the department chair, with concurrence, where appropriate, by the departmental personnel committee; the nomination then requires approval by the appropriate dean and vice president before submission to the Board of Visitors by the President.

Emeriti appointments carry the following lifetime privileges:
- Use of the library and recreational facilities on the same basis as other faculty;
- Listing in University publications;
- Participation in University processions;
- Attendance at lectures, concerts, athletic events, etc., on the same basis as active faculty;
- Use of most University facilities on the same basis as active faculty;
- Parking in designated facilities without charge.
### APT Committee Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>MID-MARCH</td>
<td>APT Committee meets with interested faculty considering promotion and/or tenure. The Vice President for Health Sciences submits the file and recommendations to the President.</td>
</tr>
<tr>
<td>THIRD MONDAY IN MARCH</td>
<td><em>Three-year pre-tenure</em> candidate uploads to assigned Blackboard Course (opened by APT Committee) with self-statement, curriculum vitae and other materials supporting his/her review. After an administrative review, the Vice President for Health Sciences submits promotion and/or tenure file and recommendations to President. If the Vice President for Health Sciences does not support the recommendation for promotion and/or tenure, his office notifies the candidate, in writing of the right to appeal. The candidate has 15 days to notify the VCU Promotion and Tenure Appeals Committee in writing of appeal.</td>
</tr>
<tr>
<td>APRIL 1</td>
<td>APT sends memo to SON faculty and department chairs regarding dates for notification of department chair and APT Committee of intent to seek promotion and/or tenure. The APT administrative professional notifies the department chair of availability of pre-tenure review materials. The APT administrative professional notifies the department chair of availability of pre-tenure review materials.</td>
</tr>
<tr>
<td>MAY</td>
<td>APT Committee Annual Report due to Steering Committee. President submits promotion and/or tenure recommendations to University’s Board of Visitors.</td>
</tr>
<tr>
<td>MAY 1</td>
<td>Candidate notifies department chair, in writing, of intent to seek promotion and/or tenure.</td>
</tr>
<tr>
<td>MAY 15</td>
<td>Department chair, in writing, notifies School APT Committee Chair of department’s candidate(s) seeking promotion and/or tenure. The letter of notification to the APT committee is to be copied to the Dean of the School of Nursing. APT Committee reviews three-year pre-tenure candidate(s)’ materials. Appropriate department chair conducts separate (independent) review, which is submitted to the Dean directly and does not go to the APT Committee.</td>
</tr>
<tr>
<td>JUNE</td>
<td>APT Committee elects Chair (of the newly elected committee). President’s Office, in writing, notifies candidate(s) of final decision regarding candidate’s’ request(s) for promotion and/or tenure.</td>
</tr>
<tr>
<td>JUNE 1</td>
<td>Department chair and candidate each submit, to APT Committee, three nominees for external reviewers and two nominees for non-SON VCU faculty member for Peer Review Committee. APT Committee names Peer Review Committee chair. Pre-tenure review reports are due to the Dean from the department chair and the APT Committee.</td>
</tr>
</tbody>
</table>
APT Chair checks VCU Board of Visitors’ Minutes for revisions to University Promotion and Tenure Guidelines approved by Board of Visitors.

JULY
No previously scheduled events.

AUGUST
No previously scheduled events.

SEPTEMBER
APT Committee reviews and evaluates the new hire’s process.

SEPTEMBER 1
All promotion materials from the candidate are due to be posted in the assigned Blackboard course for the APT Committee. Blackboard closes to candidate(s)
The APT Committee administrative professional will assemble appropriate materials for each external reviewer, with a cover letter, to be sent by electronically.
Chair of APT Committee notifies promotion and/or tenure candidate of Peer Review Committee membership. Upon notification of Peer Review Committee membership, candidate has five working days to challenge (for substance) membership in writing.
The APT Committee selects a student member for the Peer Review Committee from a pool of students that match the applicant’s teaching assignment (which can be requested from OESS). Graduate students or upper division undergraduate students whom the faculty will not teach in the year of review may be included in the pool.
The department chair is notified of the deadline to submit chair’s promotion and/or tenure review to the Dean.

OCTOBER 15
All promotion and tenure materials including external reviews and letters of support are due to Peer Review Committee. Any updates or changes to the personal statement or curriculum vitae submitted on September 1 must be highlighted.

MID-OCTOBER
Peer Review Committee meets.

MID-NOVEMBER
Peer Review Committee concludes meetings.

MID-NOVEMBER
Peer Review Committee submits report with recommendation to APT Committee.

APT Committee reviews candidate(s) file(s).

DECEMBER 1
APT Committee sends letter to three-year pre-tenure review candidates informing them of third Monday in March deadline for materials submission and outlining process.

MID-DECEMBER
APT Committee concludes its review of promotion and/or tenure candidate(s) file(s).

DECEMBER
APT Committee submits promotion and/or tenure report with recommendation to the Dean. Specific date to be determined yearly.

MID-JANUARY
Dean shares promotion and/or tenure recommendations with candidate(s). Date is dependent on Vice President’s schedule and Dean’s schedule.

Promotion and/or tenure candidates will have ten working days after notification of Dean’s review to review document and add a statement to the file, if desired.
| **FEBRUARY** | Dean submits promotion and/or tenure file to the Vice President for Health Sciences. Date dependent on schedule provided by the University. |
| **MID-MARCH** | The Vice President for Health Sciences submits the file and recommendations to the President. |
| **THIRD MONDAY IN MARCH** | After an administrative review, the Vice President for Health Sciences submits promotion and/or tenure file and recommendations to President. If the Vice President for Health Sciences does not support the recommendation for promotion and/or tenure, his office notifies the candidate, in writing of the right to appeal. The candidate has 15 days to notify the VCU Promotion and Tenure Appeals Committee in writing of appeal. |
| **MID-MAY** | President submits promotion and/or tenure recommendations to University’s Board of Visitors. |
| **BY JUNE 15** | President’s Office, in writing, notifies candidate(s) of final decision regarding candidate’s application for promotion and/or tenure. |
Timeline for faculty candidates for pre-tenure (third year) review

The tenure clock begins on your first July 1. The third-year review is initiated in December, after the third July 1.

**DECEMBER 1**
- APT Committee sends a letter to three-year pre-tenure review candidates informing them of Third Monday in March deadline for materials submission and outlining process.

**DECEMBER 15**
- APT Committee chair opens BB for each three-year pre-tenure review candidate and orients the candidate to the process of entering the materials on the Blackboard Course.

**THIRD MONDAY IN MARCH**
- By the third Monday in March, the Three-year pre-tenure candidate must have uploaded to assigned Blackboard Course (opened by APT Committee) the self-statement, curriculum vitae and other materials supporting his/her review. The Blackboard will be closed to the candidate at the end of business day on the third Monday in March.

**APRIL 1**
- The APT administrative professional notifies the department chair of availability of pre-tenure review materials.

**MAY**
- APT Committee reviews three-year pre-tenure candidate(s)' materials. Appropriate department chair conducts separate (independent) review, which is submitted to the Dean directly and does not go to the APT Committee.

**JUNE 1**
- Pre-tenure review reports are due to the Dean from the department chair and the APT Committee. After forwarding each independent review (i.e., department chair review and APT committee review) to the Dean, the APT committee administrative professional forwards the APT committee review to the department chair. Together, the Dean and Department Chair review the recommendations (of the APT Committee and the Department Chair) with the faculty member.
Timeline for faculty intending to seek promotion and/or tenure

The tenure clock begins on your first July 1. At the end of the year prior to the end of their negotiated probationary period, the candidate initiates the review process.

**MID-MARCH**  APT Committee meets with interested faculty considering promotion and/or tenure.

**APRIL 1**  APT sends memo to SON faculty and department chairs regarding dates for notification to seek promotion and/or tenure.

**MAY 1**  Candidate notifies department chair, in writing, of intent to seek promotion and/or tenure.

**MAY 15**  Department chair, in writing, notifies School APT Committee Chair of department’s candidate(s) seeking promotion and/or tenure. The letter of notification to the APT committee is to be copied to the Dean of the School of Nursing.

**JUNE 1**  Department chair and candidate each submit to APT Committee three nominees for external reviewers and two nominees for non-SON VCU faculty member for Peer Review Committee. Term Faculty seeking promotion do not need external reviewers.

APT Committee names Peer Review Committee chair/s.

**SEPTEMBER 1**  All promotion materials from the candidate are due to be posted in the assigned Blackboard course for the APT Committee. Blackboard closes to candidate(s) The APT Committee administrative professional will assemble appropriate materials for each external reviewer, with a cover letter, to be sent by electronically.

Chair of APT Committee notifies promotion and/or tenure candidate of Peer Review Committee membership. Upon notification of Peer Review Committee membership, candidate has five working days to challenge (for substance) membership in writing.

The APT Committee selects a student member for the Peer Review Committee from a pool of students that match the applicant’s teaching assignment (which can be requested from OESS). Graduate students or upper division undergraduate students whom the faculty will not teach in the year of review may be included in the pool.

The department chair is notified of the deadline to submit chair’s promotion and/or tenure review to the Dean. All promotion materials from the candidate are due to be posted in the assigned Blackboard course for the APT Committee. Blackboard closes to candidate(s)

**OCTOBER 15**  All promotion and tenure materials including external reviews and letters of support are due to Peer Review Committee. Any updates or changes to the personal statement or curriculum vitae submitted on September 1 must be highlighted.

**MID-OCTOBER**  Peer Review Committee meets.

**MID-NOVEMBER**  Peer Review Committee concludes meetings.

Peer Review Committee submits report with recommendation to APT Committee.

APT Committee reviews candidate(s) file(s).
DECEMBER  APT Committee submits promotion and/or tenure report with recommendation to the Dean. Specific date to be determined yearly.

MID-DECEMBER  APT Committee concludes its review of promotion and/or tenure candidate(s) file(s).

Department chair submits independent report with recommendation to Dean.

MID-JANUARY  Dean shares promotion and/or tenure recommendations with candidate(s). The external reviewers anonymity is preserved. All references to specific external reviewers must be redacted in the files shared with the candidate. Date is dependent on Vice President’s schedule and Dean’s schedule.

Promotion and/or tenure candidates will have ten working days after notification of Dean’s review to examine the application for factual errors and add a statement to the file, if desired.

FEBRUARY  Dean submits promotion and/or tenure file to the Vice President for Health Sciences. Date dependent on schedule provided by the University.

MID-MARCH  After an administrative review, the Vice President for Health Sciences submits promotion and/or tenure file and recommendations to President.

If the Vice President for Health Sciences does not support the recommendation for promotion and/or tenure, his office notifies the candidate, in writing of the right to appeal. The candidate has 15 days to notify the VCU Promotion and Tenure Appeals Committee in writing of appeal.

MID-MAY  President submits promotion and/or tenure recommendations to University’s Board of Visitors.

BY END OF JUNE  President’s Office, in writing, notifies candidate(s) of final decision regarding candidate’s application for promotion and/or tenure.