



VCU

Board of Visitors

ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE

Friday, November 21, 2025

10:30 a.m.¹

The Honorable Benjamin Lambert, III Board Room
1213 Clay Street
Richmond, VA

AGENDA

1. **CALL TO ORDER**

Dr. V. Dale Jones, Chair

2. **ACTION ITEMS:**

Dr. V. Dale Jones, Chair

5 minutes (10:30 - 10:35 a.m.)

- a. Sept. 11, 2025 meeting minutes
- b. Updates to the Academic, Health Affairs and Research Committee Charter and Planner
- c. Academic Program Proposals

New Degree Programs:

- Proposal to establish the Master of Science in K-8 Mathematics Teacher Leadership

Organizational Changes:

- Proposal to reorganize and close the Department of Mathematics and Applied Mathematics and the Department of Statistical Sciences and Operations Research into one department: the Department of Mathematics and Statistics
- Proposal to rename the Department of Chemical and Life Science Engineering to the Department of Chemical and Biomolecular Engineering
- Proposal to rename the Department of English to the Department of Language and Literature

Discontinuances:

- Proposal to discontinue the Bachelor of Arts in Religious Studies
- Proposal to discontinue the Bachelor of Science in Financial Technology

3. **JOINT REPORT: Faculty Excellence: Impact, Innovation, and Influence**

60 minutes (10:35 – 11:35 a.m.)

Action Items:

- Proposed Promotion and Tenure Policy
- Proposed Promotion Policy

Dr. Beverly Warren, Interim Provost and Senior Vice President for Academic Affairs

Dr. Marlon Levy, Senior Vice President for Health Sciences and CEO VCU Health

¹ The start time for the Board of Visitors meeting is approximate only. The meeting may begin either before or after the listed approximate start time as Board members are ready to proceed.

4. **OTHER BUSINESS**

Dr. V. Dale Jones, Chair

5. **ADJOURNMENT**

Dr. V. Dale Jones, Chair

In accordance with the Board's operating procedures and in compliance with the Virginia Freedom of Information Act, there will be no opportunity for public comment at this meeting.

**CONFIDENTIAL SUMMARY
ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE
OF THE VCU BOARD OF VISITORS
November 21, 2025**

OPEN SESSION

ACTION ITEMS:

- Sept. 11, 2025 meeting minutes
- Updates to the Academic, Health Affairs and Research Committee Charter and Planner
- Academic Program Proposals
 - New Degree Programs:*
 - Proposal to establish the Master of Science in K-8 Mathematics Teacher Leadership
 - Organizational Changes:*
 - Proposal to reorganize and close the Department of Mathematics and Applied Mathematics and the Department of Statistical Sciences and Operations Research into one department: the Department of Mathematics and Statistics
 - Proposal to rename the Department of Chemical and Life Science Engineering to the Department of Chemical and Biomolecular Engineering
 - Proposal to rename the Department of English to the Department of Language and Literature
 - Discontinuances:*
 - Proposal to discontinue the Bachelor of Arts in Religious Studies
 - Proposal to discontinue the Bachelor of Science in Financial Technology
- Policy Proposals
 - Proposed Promotion and Tenure Policy
 - Proposed Promotion Policy

FOR INFORMATION/COMMITTEE REVIEW:

- 1) Items that may be action items at upcoming committee meeting:
 - None
- 2) Items that the board needs to be aware of, but will not require action:
 - None

EXECUTIVE REPORT:

Joint Report from the Provost and Senior Vice President for Academic Affairs and the Senior Vice President for Health Sciences and CEO VCU Health

- Interim Provost Beverly Warren and Senior Vice President Marlon Levy will present on **Faculty Excellence: Impact, Innovation, and Influence**. Across 18 schools and colleges, faculty provide transformative experiential learning and pioneering research in fields from medicine to the arts. Our health sciences faculty prepare students through cutting-edge curricula and direct access to a top health system, advance life-saving discoveries and contribute to improved healthcare for the

communities we serve. The collective influence of our faculty extends nationally and internationally through innovative instruction, distinguished scholarship and leadership, elevating VCU's reputation as an engaged R1 university. To sustain and reflect this excellence, updated Promotion & Tenure and Promotion policies — developed through a rigorous process that engaged the faculty community — are now before the Board for approval, ensuring that our frameworks for advancement align with our peer institutions and the caliber of faculty achievement that defines VCU.

VCU Academic, Health Affairs and Research Committee (AHARC) Charter and Planner

Background

Purpose	The committee charter and planner provides an overview of the areas of responsibilities for the committee and timing for regular reports and activities.
Annual Review and Revisions	The charter and planner is reviewed and accepted annually at the committee's September meeting.
● Sept. 2025	At the Sept. 11, 2025 meeting, the committee recommended and the Board of Visitors approved the charter and planner with a revised committee name.
● Nov. 2025	Additional revisions are now required to ensure the charter and planner properly align with committee responsibilities.

Proposed revisions November 2025

- **Remove references to VCU athletics and student athletes (lines 7, 31, 32, 115, 116).**
 - These responsibilities now fall under the [Intercollegiate Athletics Committee](#).
- **Remove references to inclusive excellence (lines 7, 34).**
 - Per the [VCU Board of Visitors March 21, 2025 resolution](#).
- **Remove "staff" from line 96.**
 - Staff employment, rights and responsibilities, and professional development fall under the [Facilities, Real Estate and Administration Committee](#).
- **Remove communications (constituent reports) with faculty, staff and students (lines 101, 131, 132). The faculty, staff and student representatives will continue to serve as non-voting members.**
 - In September 2021 the constituent (faculty, staff and student) representatives and reports were moved from this committee (then called Academic and Health Affairs Committee) to the full Board of Visitors quarterly meeting.
 - In addition, Board member communications with faculty, staff and students is covered in the [BOV Statement on Governance and Ethical Leadership](#).

VIRGINIA COMMONWEALTH UNIVERSITY

BOARD OF VISITORS

ACADEMIC, HEALTH AFFAIRS AND RESEARCH COMMITTEE CHARTER

I. PURPOSE

The primary purpose of the Academic, Health Affairs and Research Committee is to provide oversight and make recommendations to the Board on all policies and plans regarding strategic enrollment management; academic quality; student matters; faculty matters; ~~athletics; inclusive excellence~~ and research consistent with the stated goals and objectives of the University and with its academic health center, including its affiliation with the Virginia Commonwealth University Health System Authority. Areas of responsibility include:

- Strategic enrollment management
 - Admissions
 - Retention
- Academic quality
 - Quality
 - Degrees, programs and structure
 - Trends
 - Strategic priorities
 - Academic program review
 - Online education
 - SACS/accreditation
- Student matters
 - Academic Success
 - Rights and Responsibilities
 - Concerns
 - Safety, satisfaction and engagement
- Faculty matters
 - Employment, rights and responsibilities, and professional development
 - Salaries
 - Recruitment and retention
 - Benchmarks and best practices
- ~~Athletics~~
 - ~~Academic success of student athletes and compliance with NCAA guidelines~~
- Research
- ~~Inclusive Excellence~~
- Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority

In addition, the Academic, Health Affairs and Research Committee provides oversight and counsel toward the achievement of the mission, vision and goals of the Virginia Commonwealth University strategic plan.

The function of the Academic, Health Affairs and Research Committee is primarily oversight. University management, under the auspices of the President, the Provost and Senior Vice President for Academic Affairs, the Senior Vice President for Health Sciences and CEO of VCU Health, and the Vice President for Research and Innovation, is responsible for the development, implementation, and measurement of success regarding these areas of responsibility, as well as the policies and procedures for maintaining these programs and activities.

II. COMPOSITION AND INDEPENDENCE

The Academic, Health Affairs and Research Committee will be comprised of three or more Visitors. Each member must be free from any financial, family or other material personal relationship that, in the opinion of the Board or Academic, Health Affairs and Research Committee members, would impair their independence from management and the University.

III. MEETINGS

The Academic, Health Affairs and Research Committee will meet at least four times annually. Additional meetings may occur more frequently as circumstances warrant. The Committee chair should communicate with the Provost and Senior Vice President for Academic Affairs, the Senior Vice President for Health Sciences and CEO of VCU Health, and the Vice President for Research and Innovation, prior to each Committee meeting to finalize the meeting agenda and review the matters to be discussed.

IV. RESPONSIBILITIES

In performing its oversight responsibilities, the Academic, Health Affairs and Research Committee shall:

A. General

1. Adopt a formal written charter that specifies the Committee's scope of responsibility. The charter should be reviewed annually and updated as necessary.
2. Maintain minutes of open session portions of meetings.
3. Report Committee actions to the Board of Visitors with such recommendations as the Committee may deem appropriate.
4. Consistent with state law, the Committee may communicate in closed session (with or without members of senior management present) with general counsel and/or the executive director of assurance services present to discuss matters that the Committee or any of these groups believe should be discussed privately.

B. Academic degrees and structure

1. Review and approve academic program proposals when required by the State Council of Higher Education for Virginia (SCHEV) policy, and monitor existing programs.
2. Review and approve proposals for the organization of the University's academic health center, including the affiliation between VCU and the Virginia Commonwealth University Health System Authority.
3. Review and approve proposals for the organization of the academic structure of the University when required by SCHEV policy.

C. Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority

1. Receive reports on the relationship and affiliation between the University and the Virginia Commonwealth University Health System Authority and other institutions, organizations, laboratories, and clinics involved in the University's academic health center, including reviewing program coordination between the Virginia Commonwealth University Health System Authority and academic and research programs.

D. Academic research activities

1. Review and approve research policies deemed to require Board of Visitor action.

2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.
3. Receive reports on the relationship of research activities to local, regional, national, and international economic development.
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.

E. Faculty ~~and staff~~ employment, rights and responsibilities, and professional development

1. Review and approve policies governing the compensation, tenure, promotion, recruitment, retention, rights and responsibilities, and development of the faculty.
2. Review and approve policies and programs on equal employment opportunity and affirmative action.
- ~~3. Afford an opportunity for direct communication between Board members and members of the faculty and staff.~~

F. Admissions and retention

1. Review and approve policies governing the admission and retention of undergraduate, graduate and professional students to all divisions of the University.

G. Accreditation

1. Review and approve policies and reports related to departmental, school, and institutional accreditation.

H. Academic Success of Students

1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors Award at a regularly scheduled meeting in the spring of each year.
2. Review topical areas of interest related to the student experience.
3. Review major fall and spring activities.
4. Review and monitor student academic success.

~~I. Academic Success of Student Athletes~~

- ~~1. Review and oversee matters relating to the intercollegiate athletic program.~~

J. Student Rights and Responsibilities

1. Review matters (including approving policies) relating to student rights, responsibilities, conduct, concerns and discipline, including matters relating to the VCU Honor System, and Student Code of Conduct.
2. Review and oversee matters relating to student government, and appropriate student participation in University governance.
3. Review and oversee matters relating to student organizations and extracurricular activities.

K. Student Services

1. Review and oversee matters relating to financial aid, housing services, counseling, student health, safety and other student services.
2. Review and approve policies relating to student records.
3. Review report on campus safety that provides awareness of federal reporting requirement, general overview of VCU safety-related statistics, and ongoing efforts to improve safety.

~~L. Student Communications~~

- ~~1. Afford an opportunity for direct communication between Board members and students.~~

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- M. International Partnerships and Collaborations
- 1. Review and approve international partnerships

Virginia Commonwealth University Board of Visitors

Academic, Health Affairs and Research Committee Meeting Planner

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sep	Dec	Feb	May
A. General							
1. Review, update, and approve Academic, Health Affairs and Research Committee charter	X			X			
2a. Approve minutes of previous meeting		X		X	X	X	X
2b. Maintain minutes of meetings		X		X	X	X	X
3. Authorize investigations into any matters within the Committee's scope of responsibilities			X				
4. Report Committee actions to the Board of Visitors with recommendations deemed appropriate		X		X	X	X	X
5. Communicate in executive session, with general counsel		X		X	X	X	X
6. Review and approve Academic, Health Affairs and Research Committee meeting planner for the upcoming year	X			X			
7. Monitor student academic success.		X		X	X	X	X
B. Academic degrees and structure							
1. Review and approve academic program proposals when required by the State Council for Higher Education in Virginia (SCHEV) policy, and monitor existing programs.			X				
2. Review and approve proposals for the organization of the University's academic health center, including the affiliation between VCU and the Virginia Commonwealth University Health System Authority.			X				
3. Review and approve proposals for the organization of the academic structure of the University when required by SCHEV policy.			X				
C. Coordination of academic activities of health sciences schools and affiliation with the VCU Health System Authority							
1. Receive reports on the relationship and affiliation between the University and the Virginia Commonwealth University Health System Authority and other institutions, organizations, laboratories, and clinics involved in the University's academic health center, including reviewing program coordination between the Virginia Commonwealth University Health System Authority and academic and research programs.			X				

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sep	Dec	Feb	May
D. Academic research activities							
1. Review and approve research policies deemed to require Board of Visitor action.			X				
2. Receive reports on research advances of faculty, interdisciplinary groups, and VCU institutes and centers.			X				
3. Receive reports on the relationship of research activities to local, regional, national and international economic development.			X				
4. Report annually on the state of the VCU research enterprise including the total research awards, expenditures, trends, and outlook.	X				-		X
E. Faculty and staff employment, rights and responsibilities, and professional development							
1. Review and approve policies governing the compensation, tenure, promotion, recruitment, retention, rights and responsibilities, and development of the faculty.			X				
2. Review and approve policies and programs on equal employment opportunity and affirmative action.			X				
3. Afford an opportunity for direct communication between Board members and members of the faculty.			X				
4. Afford an opportunity for direct communication between Board members and members of the staff.			X				
F. Admissions and retention							
1. Review and approve policies governing the admission and retention of undergraduate, graduate and professional students to all divisions of the University.			X				
G. Accreditation							
1. Review and approve policies and reports related to departmental, school, and institutional accreditation.			X				
H. Academic Success of Students							
1. Review nominations and make the final selection of the recipient(s) of the Board of Visitors Award at a regularly scheduled meeting in the spring of each year.	X					X	
2. Review topical areas of interest related to the student experience and overall student engagement.		X		X	X	X	X
3. Review major fall and spring activities.	X				X		X
4. Review and monitor student academic success.			X				

A=Annually; Q=Quarterly; AN=As Necessary	Frequency			Planned Timing			
Q1, Q2, Q3, Q4 based on Fiscal Year (July – June)	A	Q	AN	Q1	Q2	Q3	Q4
				Sep	Dec	Feb	May
I. Academic Success of Student Athletes							
1. Review and oversee matters relating to the intercollegiate athletic program.	X		X				
J. Student Rights and Responsibilities							
1. Review matters (including approving policies) relating to student rights, responsibilities, conduct, concerns and discipline, including matters relating to the VCU Honor System.			X				
2. Review and oversee matters relating to student government, and appropriate student participation in university governance.			X				
3. Review and oversee matters relating to student organizations and extracurricular activities.			X				
K. Student Services							
1. Review and oversee matters relating to financial aid, housing services, counseling, student health, and other student services			X				
2. Review and approve policies relating to student records.			X				
3. Review report on campus safety that provides awareness of federal reporting requirement, general overview of VCU safety-related statistics, and ongoing efforts to improve safety.	X					X	
L. Student Communications							
1. Afford an opportunity for direct communication between Board members and students.			X				
M. International Partnerships and Collaboration							
1. Review and approve international partnerships			X				

Revised: 8/5/2013 12:53 PM
 Approved by BOV: Sept. 19, 2013
 Revised: 03/11/2019
 Approved by BOV: 03/22/2019
 Approved by BOV: 09/18/2020
 Approved by BOV: 09/16/2021
 Revised: 09/01/2023
 Approved by BOV: 09/15/2023
 Revised and approved by BOV: 09/12/2025



Proposed New Degree Program Brief

New Degree Program: Master of Science (M.S.) in K-8 Mathematics Teacher Leadership

Overview

Virginia Commonwealth University (VCU) seeks approval to establish a Master of Science (M.S.) degree program in K-8 Mathematics Teacher Leadership to be offered at the Monroe Park Campus in Richmond, Virginia. The proposed program will be administered by the Department of Mathematics and Applied Mathematics within the College of Humanities and Sciences.

The purpose of the proposed M.S. in K-8 Mathematics Teacher Leadership degree program is to prepare practicing K-8 teachers to serve as mathematics specialists and other types of mathematics teacher leaders in K-8 schools and school districts. The program will be housed in the College of Humanities and Sciences, within the Department of Mathematics and Applied Mathematics. The degree will be approved by the Virginia Department of Education and will lead to an add-on endorsement for a Virginia teaching license. Program graduates will be prepared to serve as mathematics teacher leaders.

Delivery Format

The proposed program will be offered in a fully-online delivery format.

Target Implementation Date

Summer 2027

Demand and Workforce Development

None of the occupations in the Bureau of Labor Statistics (BLS) database or the Virginia Employment Commission (VEC) databases align directly with the careers graduates pursue after completing this degree. The occupations that are most closely, but not completely, aligned with the proposed program are Instructional Coordinator and Education Administrator. Employment for Instructional Coordinators is expected to grow by 1.3% over 10 years according to the BLS and 3.35% according to the VEC. Employment for Education Administrators is expected to fall by 1.5% according to the BLS, and grow by 0.6% according to the VEC. According to a report by the Virginia Office of Education Economics (VOEE), the most closely aligned occupations are Teachers and Instructors. The VOEE's workforce projection for Teachers and Instructors is 2% growth over five years.

External Competition

Three (3) public institutions offer similar or related degree or certificate programs. Virginia Tech offers a Master's degree in Curriculum and Instruction, Mathematics Specialist K-8. George Mason University offers a Master's degree in Curriculum and Instruction, Mathematics Specialist Leader. Old Dominion University offers a Post-Baccalaureate Certificate in Online Teaching for K-12 Teachers.

Target Population

The target audience for the M.S. in K-8 Mathematics Teacher Leadership degree program is full-time teachers who complete the program part-time.



Impact on Existing Programs

The proposed M.S. in K-8 Mathematics Teacher Leadership will not compromise any existing degree programs at VCU. There is one related program at VCU: the Master's in Teaching with a Concentration in Mathematics Education. No degree programs will close as a result of the initiation and operation of the proposed degree program.

Impact on Faculty

The Department of Mathematics and Applied Mathematics includes ten (10) full-time faculty members who will teach courses in mathematics education, mathematics teacher leadership, and all research/thesis courses in the proposed degree program. No additional faculty will be required.

Funding

A reduced tuition rate for the previous Master of Interdisciplinary Studies concentration courses had previously been negotiated. This reduced rate is anticipated to be applied to the new M.S. in K-8 Mathematics Teacher Leadership. Existing institutional resources — including enrollment services, library access, career services, and faculty support services — will further contribute to the program's successful implementation.

Return on Investment

None of the fields of study in the Foundation for Research on Equal Opportunity (FREOPP) database align directly with the proposed degree program. The fields that are most closely, but not completely, aligned are "Master's Degree in Education, Other," and "Master's Degree in Education, General." Return on investment data for graduates in these fields has been included as a PDF at the end of this document.

Alignment with the VCU Mission

The proposed M.S. in K-8 Mathematics Teacher Leadership degree program aligns with the mission of VCU. Inquiry and discovery-based learning with real-world applications are a central feature of all of the courses in the proposed program. Each course incorporates small group collaboration, technology, and manipulatives in the activities and assignments. This approach empowers students to explore different representations of mathematics concepts and procedures, to compare and contrast models and representations, and to apply them to different real-world problem-solving situations. The proposed program is designed to serve high-need districts which are often marginalized in urban and rural areas of Virginia. This advances VCU's core values of diversity, equity and inclusion by addressing educational disparities and providing meaningful educational experiences for students in vulnerable populations. This program is a highly effective, equity-focused, university-community partnership. It is also a meaningful example of putting theory into practice to improve educational access and excellence in the community. Having mathematics specialists in school districts helps make much-needed progress toward more equitable communities where everyone has an opportunity to learn.



Next Steps

- ~~May 20, 2025~~ University Graduate Council (UGC) **APPROVED**
- ~~October 2, 2025~~ University Committee on Academic Affairs (UC-AA)
APPROVED
- ~~October 9, 2025~~ University Council **APPROVED**
- E-Vote TBD - President's Cabinet
- November 20-21, 2025 - Board of Visitors



Proposed Organizational Change Brief

Organizational Change: Reorganize the Department of Mathematics and Applied Mathematics and the Department of Statistical Sciences and Operations Research to establish the Department of Mathematics and Statistics in the College of Humanities and Sciences.

Overview

Virginia Commonwealth University (VCU) requests approval to reorganize the Department of Mathematics and Applied Mathematics and the Department of Statistical Sciences and Operations Research to establish the Department of Mathematics and Statistics.

Proposed Effective Date

The proposed effective date is July 1, 2026.

Rationale for the Proposed Change

The proposed organizational change would allow for a consolidation of programs and courses offered by two separate departments. By establishing one department to administer degree programs and handle departmental oversight tasks regarding curricula offerings, course scheduling, course review and program review, the proposed department will work more efficiently and productively. The proposed organizational change to reorganize the two departments to establish one department will also allow for efficient administration of degree programs and courses.

Impact on Academic Programs

The proposed organizational change will not impact or alter any existing academic programs within the department. No programs will be modified or discontinued as a result of the name change.

Impact on Resources

The university has reviewed existing resources, personnel needs and academic programs. The Dean of the College of Humanities and Sciences has evaluated the resources and determined that the proposed organizational change to reorganize two departments to establish one department will not negatively impact existing resources or academic units in the College of Humanities and Sciences.

Alignment with the University's Mission

The proposed organizational change supports the university's mission. The Department of Mathematics and Statistics will continue to advance "real-world learning that furthers civic engagement, inquiry, discovery and innovation." The proposed organizational change also supports "research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve the quality of human life," and "interdisciplinary collaborations and community partnerships that advance innovation, enhance cultural and economic vitality, and solve society's most complex challenges." The proposed organizational



change will accomplish these goals by focusing on the development of the mathematical, statistical and computational skills used to model and analyze real-world systems.

Resources and Funding Plans to Support the Proposed Change

The proposed organizational change will establish a Department Chairperson in the Department of Mathematics and Statistics, eliminating individual chairperson positions for the two existing departments. No changes are planned to faculty or support staffing. Expenses such as signage (internal to the building), print materials and marketing will be covered by departmental funds. No additional state resources will be requested.

Next Steps

- ~~October 2, 2025~~ University Committee on Academic Affairs (UC-AA)
APPROVED
- ~~October 9, 2025~~ University Council (UC) **APPROVED**
- **E-Vote TBD** - President's Cabinet
- **November 20-21, 2025** - Board of Visitors (BOV)

Proposed Organizational Change Brief

Organizational Change: Rename the Department of Chemical and Life Science Engineering to the Department of Chemical and Biomolecular Engineering in the College of Engineering

Overview

Virginia Commonwealth University (VCU) requests permission to change the name of the Department of Chemical and Life Science Engineering to the Department of Chemical and Biomolecular Engineering. The department is located in the College of Engineering. The proposed organizational change will be in name only and will not impact the organizational structure of the university or the College of Engineering.

Proposed Effective Date

The proposed effective date is July 1, 2026.

Rationale for the Proposed Change

The proposed name change is intended to reflect the department's academic activities and programs more accurately. The new nomenclature will more accurately reflect the department's academic focus and its faculty's research activity. The name change will also assist in aligning with national trends that acknowledge the changes in the engineering field.

Impact on Academic Programs

The proposed organizational change will not impact or alter existing academic programs in the department. No academic programs will be changed as a result of the proposed organizational change to rename the department.

Impact on Resources

The university has reviewed the impact of the proposed name change on resources, personnel, and academic programs. The Dean of the College of Engineering has determined that renaming the department will not negatively affect existing resources or academic units within the college. The proposed name change requires no additional expenses or new positions. The proposed name change will not affect department administration, support staff, or space. It is anticipated that the proposed name change will have a positive impact on undergraduate and graduate recruitment for both the Department of Chemical and Life Science Engineering and the College of Engineering. Website updates and other minor changes will be handled by existing staff as part of their regular duties, with costs covered by the department and college. Virginia Commonwealth University and the College of Engineering have sufficient resources to implement the name change.

Alignment with the University's Mission

The proposed organizational change to change the name of the Department of Chemical and Life Science Engineering to the Department of Chemical and Biomolecular Engineering strongly supports the mission and the strategic goals of *Quest 2028* through its focus on innovative, interdisciplinary research and its commitment to addressing real-world challenges. By aligning with the goals of *Quest*

2028, the department will contribute to VCU's broader mission of transformation and societal impact.

Resources and Funding Plans to Support the Proposed Change

There will be an initial one-time expenditure of \$5,000 for the purchase of stationery, business cards, signage (internal to the building) and other supplies associated with the proposed name change. This cost will be accommodated by departmental operating funds. The costs for publicity and promotion will be accommodated by the existing marketing budget of the Office of the Dean in the College of Engineering. No new resources will be requested from the state to initiate or sustain the proposed organizational change to rename the Department of Chemical and Life Science Engineering to the Department of Chemical and Biomolecular Engineering.

Next Steps

- ~~October 2, 2025 - University Committee on Academic Affairs (UC-AA)~~
APPROVED
- ~~October 9, 2025 - University Council~~ **APPROVED**
- **E-Vote TBD - President's Cabinet**
- **November 20-21, 2025 - Board of Visitors**

Proposed Organizational Change Brief

Organizational change: Change the name of the Department of English to the Department of Language and Literature.

Overview

Virginia Commonwealth University (VCU) requests permission to change the name of the Department of English to the Department of Language and Literature. The department is located in the College of Humanities and Sciences. The proposed organizational change will be in name only and will not impact the organizational structure of the university or the College of Humanities and Sciences.

Proposed Effective Date

The proposed effective date is July 15, 2026.

Rationale for the Proposed Change

The proposed name change is intended to reflect the department's academic activities and programs more closely. The new nomenclature will also more accurately reflect the research activities and faculty expertise within the department. Additionally, the name change will acknowledge the contributions that foreign language faculty make to the efforts of the department.

Impact on Academic Programs

The proposed organizational change will not impact or alter existing academic programs in the department. No academic programs will be changed as a result of the proposed organizational change to change the name of the department.

Impact on Resources

The university has reviewed the impact of the proposed name change on resources, personnel, and academic programs. The proposed organizational change to change the name of the department will not negatively affect existing resources or academic units within the college. The proposed name change requires no additional expenses or new positions. The proposed name change will not affect department administration, support staff, or space. It is anticipated that the proposed name change will have a positive impact on student enrollment. Virginia Commonwealth University and the College of Humanities and Sciences have sufficient resources to implement the proposed organizational change to change the name of the department.

Alignment with the University's Mission

The proposed organizational change to change the name of the Department of English to the Department of Language and Literature aligns with the mission of Virginia Commonwealth University. The proposed organizational change will create a new departmental identity that will encourage students to engage with the Department of Language and Literature's research and curricular opportunities. The new name for the department will provide clarity, transparency, and engagement for student that will lead to further inquiry and discovery, collaborations and cultural vitality, and a trusting environment for learning.



Resources and Funding Plans to Support the Proposed Change

The name change will be implemented using the department's currently authorized funds. No changes are planned to faculty or support staffing. The department anticipates an initial, one-time expenditure of \$1000 for the purchase of stationery, business cards, signage (internal to the building), and other supplies associated with the proposed name change. This cost will be accommodated by the department's operating funds. The costs for publicity and promotion will be accommodated by the existing marketing budget of the Office of the Dean in the College of Humanities and Sciences. No additional state resources will be requested.

Next Steps

- **October 30, 2025** – University Committee on Academic Affairs (UC-AA) **APPROVED**
- **November 6, 2025** – University Council **APPROVED**
- **E-Vote TBD** – President's Cabinet
- **November 20-21** – Board of Visitors

Proposed Program Discontinuance Brief

Program Discontinuance: Discontinue the Bachelor of Arts (B.A.) in Religious Studies degree program at Virginia Commonwealth University (VCU).

Overview

Virginia Commonwealth University (VCU) seeks approval to discontinue the B.A. in Religious Studies degree program (CIP code: 38.0201). The degree program is located in the School of World Studies in the College of Humanities and Sciences.

Delivery Format

The B.A. in Religious Studies is offered in the face-to-face delivery format.

Target Implementation Date

The program is scheduled for discontinuation in fall 2026.

Rationale

Recent enrollment trends and demand for the B.A. in Religious Studies have been insufficient to sustain the program. Student enrollment in the degree program has declined since fall 2026, and the resources needed to offer the degree program are not sustainable given the number of faculty needed to teach core and required courses. Additionally, student enrollment and graduation data indicate that the degree program will not meet the productivity and viability standards of the State Council of Higher Education for Virginia (SCHEV) when reviewed during the next cycle.

Impact on Students

A teach-out plan is in place for the 12 students currently enrolled in the B.A. in Religious Studies degree program. All students are expected to graduate no later than spring 2028. The last term that students will be able to complete the B.A. in Religious Studies is spring 2028.

Institutional records show that four (4) students have “stopped out” since 2022, and those students have been considered. There is a one (1) semester period in which students may return and complete the B.A. in Religious Studies. All core and required courses will continue to be offered as such courses are used to fulfill degree requirements for other degree programs. The four (4) students will be notified in writing about the discontinuation of the degree program. Faculty advisors will also work with the students to transfer to another degree program, if a degree program is appropriate.

Impact on Faculty and Staff

All faculty have been made aware of the impending closure. No faculty positions will be lost as a result of the discontinuance of the degree program. Faculty teaching courses in the B.A. in Religious Studies degree program will teach coursework in other degree programs.

Funding

No funding is needed or requested for the discontinuance of the B.A. in Religious Studies degree program.



VCU

Next Steps

- **October 16, 2025 - University Undergraduate Curriculum Committee (UUCC)**
APPROVED
- **October 30, 2025** – University Committee on Academic Affairs (UC-AA) **APPROVED**
- **November 6, 2025** – University Council **APPROVED**
- **E-Vote TBD** – President's Cabinet
- **November 20-21** – Board of Visitors

Proposed Program Discontinuance Brief

Program Discontinuance: Discontinue the Bachelor of Science (B.S.) in Financial Technology degree program at Virginia Commonwealth University (VCU).

Overview

Virginia Commonwealth University (VCU) seeks approval to discontinue the B.S. in Financial Technology (CIP code: 52.0899) degree program. The degree program is located in the School of Business.

Delivery Format

The B.S. in Financial Technology is offered in the face-to-face delivery format.

Target Implementation Date

The program is scheduled for discontinuation in fall 2026.

Rationale

The B.S. in Financial Technology has struggled to maintain sufficient student enrollment numbers. Institutional records show that student enrollment in the B.S. in Financial Technology has decreased steadily since fall 2018. Additionally, student enrollment and graduation data indicate that the B.S. in Financial Technology will not meet the productivity and viability standards of the State Council of Higher Education for Virginia (SCHEV) when reviewed during the next cycle.

Impact on Students

A total of 31 students are currently enrolled in the B.S. in Financial Technology degree program. Thirteen (13) students are expected to graduate in the 2025-2026 academic year; nine (9) students are expected to graduate in the 2026-2027 academic year; six (6) students are expected to graduate in the 2027-2029 academic year; and three (3) students are expected to graduate in the 2028-2029 academic year. The last term that students will be able to complete the B.S. in Financial Technology is spring 2031. There are no “stopped out” students.

Impact on Faculty and Staff

All faculty have been made aware of the impending closure. No faculty positions will be lost as a result of the discontinuance of the degree program. Faculty teaching courses in the B.S. in Financial Technology degree program will teach coursework in other degree programs.

Funding

No funding is needed or requested for the discontinuance of the B.S. in Financial Technology degree program.

Next Steps

- **October 16, 2025 - University Undergraduate Curriculum Committee (UUCC) **APPROVED****
- **October 30, 2025 – University Committee on Academic Affairs (UC-AA) **APPROVED****
- **November 6, 2025 – University Council **APPROVED****
- **E-Vote TBD – President’s Cabinet**
- **November 20-21 – Board of Visitors**



VCU Office of the Provost

TO: The Academic, Health Affairs and Research Committee of the Virginia Commonwealth University Board of Visitors

FROM: [Dr. Beverly J. Warren](#), Interim Provost and Senior Vice President for Academic Affairs
[Dr. Marlon Levy](#), Senior Vice President for Health Sciences and CEO VCU Health System
[Dr. P. Srirama Rao](#), Vice President for Research and Innovation

RE: November 21, 2025 AHARC Meeting Pre-Read Materials

AHARC November 2025 | Overview for Committee Discussion

Faculty Excellence: Impact, Innovation, and Influence

This AHARC Committee discussion is a joint effort of the three VCU leads for this Committee. Dr. Sriram Rao will be presenting to the full Board on the State of Research at VCU, and has worked collaboratively with Dr. Marlon Levy and Dr. Beverly Warren to share a combined presentation on the importance of the work of our excellent faculty in elevating the stature and distinctiveness of VCU as an engaged R1 university.

Faculty excellence abounds in every corner of Virginia Commonwealth University. It creates a thriving environment for students, drives research that changes and saves lives, and strengthens VCU's role as an engaged R1 university.

We will explore how faculty excellence can be seen through its **impact**, its **innovation** and its **influence** as a national leader in discovery, innovation and creative expression.

Impact

VCU is one of only 12 universities in the nation with the full complement of health sciences programs, a distinction that integrates teaching, research, and clinical practice in powerful ways. Students benefit from direct access to a top health system, learning not only in classrooms and laboratories but also in clinics and hospitals

Panel of Deans

Moderated by Dr. Marlon Levy



Lyndon F. Cooper, D.D.S.,
Ph.D.
Dean, School of Dentistry



Patricia A. Kinser, Ph.D.,
RN, WHNP-BC, FAAN
Dean, School of Nursing



Kelechi C. Ogonna,
Pharm.D., MSHA
Dean, School of Pharmacy



Arturo Saavedra, MD,
PhD, MBA
Dean, School of Medicine



where they gain invaluable experience to become the outstanding healthcare professionals of the future.

Across the health sciences, faculty are making an impact in classrooms, laboratories, patient care, and research that saves lives. As part of our discussion, Dr. Levy will discuss the significance of high impact faculty excellence and innovation with deans from the VCU Health Sciences.

Innovation

Faculty excellence extends across all VCU schools and colleges. Students are offered transformative opportunities for experiential learning — conducting ecological research at the Rice Rivers Center, studying abroad with nationally recognized faculty, and engaging in community-based learning at the Health Hub at 25th and in clinics across the region. Faculty research spans fields as diverse as artificial intelligence, healthcare delivery, forensic science, and the arts, demonstrating the breadth of innovation that defines VCU. Dr. Kathleen Rudasill will discuss the innovative ecosystem at VCU with a panel of five faculty members who exemplify how faculty across disciplines are advancing knowledge, transforming teaching, and strengthening community engagement.

Panel of Faculty
Moderated by Dr. Beverly Warren and Dr. Kathleen Rudasill

 Roberto Jamora Assistant Professor School of the Arts	 Elena Olson, Ph.D. Associate Professor School of Business	 Elvin Price, Pharm. D., Ph.D. Associate Professor School of Pharmacy	 Amy Rector, Ph.D. Associate Professor College of Humanities & Sciences	 Lana Sargent, Ph.D. Associate Professor School of Nursing
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Faculty Data

Updated faculty data provide a clear picture of the size and composition of VCU's teaching and research faculty, retention rates, and turnover. These data underscore both the scale of the academic enterprise and the importance of retaining the talented faculty who drive its success.

Influence

VCU faculty are shaping national and international conversations in teaching, research, and engagement. Members of the National Academies and other distinguished scholars contribute to advancing knowledge and practice in fields ranging from the sciences to art and the humanities. Their work informs policy, drives innovation, contributes to improving the human experience and elevates VCU's reputation on the global stage. This influence reflects both the mission and the responsibility of a public research university: to produce research that matters and to prepare students to lead in a rapidly changing world.

Promotion & Tenure Policies

Revised Promotion & Tenure Policies are the product of a multi-year process involving faculty task forces, open forums, surveys, and extensive review by university leadership. They reflect broad input, careful deliberation, and alignment with VCU's values and aspirations as an R1 institution. Approval of these policies will ensure that frameworks for faculty advancement are consistent with the excellence evident across the university.

Why it matters

"The faculty are the driving force of the excellence we see in every classroom, every research lab and every engagement of patient care. That's why their input has been so important as we have developed revisions to our current Promotion and Tenure and Promotion Policies over the past two-and-a-half years." – *Beverly Warren, Ph.D., interim provost and senior vice president for academic affairs*

"We are extremely proud of our VCU faculty and inspired by their work and accomplishments. These policies are designed to support our faculty's growth while strengthening our mission to deliver exceptional care, educate future professionals, and drive discovery." - *Marlon Levy, M.D., MBA, senior vice president for VCU Health Sciences and CEO of VCU Health*

"The revisiting of VCU's current promotion and tenure and promotion policies represents an important moment in time for the university's academic and research enterprises. The last seven years have seen a more than doubling of our sponsored funding with much of it due to the excellence of our research faculty members. This is an opportunity to further commit ourselves to the transformative breakthroughs and discoveries at VCU." - *P. Srirama Rao, Ph.D., vice president for research and innovation*

More than a static achievement, faculty excellence at VCU is the dynamic force that elevates the distinction and national reputation of VCU. Through their impact in health sciences, their innovation across disciplines, and their influence through national and international scholarship and research, VCU faculty are advancing discovery, transforming lives, and shaping the future of higher education. Policies that reflect and sustain this excellence are essential to ensuring that VCU continues to rise as a university that unlocks potential for all.

This session is a unique opportunity to engage with deans and faculty regarding the importance of VCU faculty, the drivers of impact, innovation and influence.

Academic, Health Affairs and Research Committee

November 21, 2025

Panelist Biographies

Health Sciences Deans



Lyndon F. Cooper, D.D.S., Ph.D.

Dean
School of Dentistry

Lyndon F. Cooper, D.D.S., Ph.D., is an internationally renowned and innovative patient-oriented researcher and clinician. He has established a reputation for leading innovative teams in translational research and advancing a research-oriented approach to evaluating clinical devices and other patient-care solutions.

Prior to joining VCU, Cooper served as associate dean for research and head of the Department of Oral Biology at University of Illinois Chicago (UIC) School of Dentistry, where he expanded research in regenerative sciences, innovative biomedical devices and translational studies evaluating the roles of a variety of biomarkers linked to cancer, continued his clinical activities as a prosthodontist by leading clinical studies, and established the school's Clinical Research Center. He earned his Diplomate status of the American Board of Prosthodontics (ABP) and is a former American College Prosthodontists (ACP) President, who received the ACP's 2004 Clinician/Researcher Award and the ACP Founder's Award(2020) and ACP's Lifetime Achievement Dan Gordon Award (2022). He was also named the recipient of the 2009 International Association for Dental Research Distinguished Scientist Award for Prosthodontics and Implantology and their 2017 Innovations in Implant Sciences Award..

After earning his D.D.S. from New York University, Cooper went on to earn a Ph.D. from the University of Rochester, New York, and a Certificate in Prosthodontics from the Eastman Dental Center in Rochester. Later, he completed a two-year research fellowship at the National Institute of Dental and Craniofacial Research in Bethesda, Maryland.



Patricia A. Kinser, Ph.D., RN, WHNP-BC, FAAN

Dean
School of Nursing

An alum of the VCU School of Nursing, Dean Kinser has served on the faculty since 2012. She previously served as assistant dean for research and scholarship and currently holds the Judith B. Collins and Joseph M. Teefey Distinguished Professorship. Her leadership has played a pivotal role in the school's research mission, expanding academic programs and strengthening community engagement. Her program of research is focused on the overall vision of helping mothers, families and children thrive, with ongoing funded research on biobehavioral mechanisms of and interventions for perinatal depression, long-term sequelae of SARS-COV-2 and methods to improve screening for and prevention of depression symptoms.

In addition to her academic work, Dean Kinser maintains an active clinical practice as a women's health nurse practitioner and serves as co-director of perinatal mental health research at VCU's Institute for Women's Health. Her career is marked by an integrative approach to health care that prioritizes mental, physical and social wellness – values that are reflected across her teaching, scholarship, and leadership.



Kelechi C. Ogbonna, Pharm.D., MSHA

Dean
School of Pharmacy

Kelechi “K.C.” Ogbonna, Pharm.D., M.S.H.A., was named dean of the School of Pharmacy in December 2022. Before that appointment, he served as associate dean of admissions and student services at the School of Pharmacy, overseeing recruitment and student support for the Doctor of Pharmacy program. Ogbonna has a fantastic record of innovation and delivering results for students, patients, faculty and staff. As a pharmacist and educator, he has focused on connecting communities with health care, improving health disparities and expanding access to the health professions. Ogbonna earned his Pharm.D. at Massachusetts College of Pharmacy and Health Sciences and a master’s in health administration from VCU. He completed his PGY-1 general pharmacy practice residency and PGY-2 geriatric pharmacy residency within the Veteran Affairs Connecticut Healthcare System in West Haven, Conn. He joined the School of Pharmacy in 2012 as an assistant professor, teaching geriatrics and helping to create the Richmond Health and Wellness Program, the precursor to the VCU Health Hub at 25th. Ogbonna was also founding director of the school’s postgraduate geriatric residency program. He currently holds the rank of professor at VCU.



Arturo Saavedra, M.D., Ph.D.

Dean
School of Medicine

Arturo P. Saavedra, M.D., Ph.D has served as dean of the VCU School of Medicine and executive vice president for medical affairs for the VCU Health System since April 2023. He specializes in the diagnosis and care of complex medical dermatology and is considered one of the national experts in the care, management and immunopathology of Graft-versus-host disease. He came to VCU from the University of Virginia School of Medicine, where he was the Kenneth E. Greer Endowed Professor and Chair in Dermatology and the President and interim Chief Executive Officer for the University Physicians’ Group. After graduating magna cum laude from Harvard College with a degree in Biological Sciences, Dr. Saavedra received a combined medical and doctoral degree from the University of Pennsylvania, with specialized training in pharmacology. He completed his residency training in Internal Medicine at the Brigham and Women’s Hospital, where he was also Chief Resident. He graduated from the Harvard Combined Dermatology Residency Training Program and completed his fellowship in Dermatopathology. Saavedra is an editor of Fitzpatrick’s Color Atlas and Synopsis of Clinical Dermatology and is the past president (and inaugural president) for the Virginia Dermatology Society. He is currently the president-elect of the Board of the Medical Dermatology Society and the Treasurer of the American Professors of Dermatology.

Faculty



Roberto Jamora

Assistant Professor (term faculty)
Art Foundation Program
School of the Arts

Professor Jamora holds an MFA from the State University of New York at Purchase and a BFA from Virginia Commonwealth University.

He is working on a series of abstract paintings titled “An Inventory of Traces” which explores the visual effects of color to evoke memory. He is the Asian Centennial Distinguished Fine Arts Fellow at William & Mary. He has participated in Artist-in-Residence programs at Cow House Studios, Arte Studio Ginestrelle, Jentel Artist Residency, VCCA-France Moulin à Nef, Hambidge Center, Virginia Center for the Creative Arts, Joan Mitchell Center, Ragdale Foundation, and Sambalikhaan Foundation.

His artwork has been exhibited at the Cody Gallery at Marymount University, Virginia Museum of Contemporary Art, Patricia & Phillip Frost Art Museum, Contemporary Art Center of New Orleans, SFA Projects, Antenna, FLXST Contemporary, Page Bond Gallery, Philippine Consulate in New York, ADA Gallery, Topaz Arts, Norte Maar, Good Enough Projects, Scott Charmin Gallery, Fouladi Projects, the Gaylord & Dorothy Donnelly Foundation, Open Space, Outlet Fine Art, and Ishmael Bernal Gallery.

He is represented by Bond Millen Gallery. His artwork is in collections including the Atlanta Hawks NBA Team, Capital One, CoStar, Harvard Kennedy School, Muscarelle Museum of Art at William & Mary, and private collections throughout North America, the Philippines, and the United Kingdom.



Elena Olson, Ph.D.

Associate Professor (term faculty)
Department of Information Systems
School of Business

Dr. Olson’s research focuses on the Information Systems model curriculum, student peer-interaction in the online learning environment, and creativity and mindfulness in the IS field. Elena earned her Ph.D. in Electrical Engineering from The University of Kansas, USA, and M.Sc. in Electronics Engineering from Belorussian State Polytechnic University, Belarus. While with the University of Kansas, Dr. Olson conducted research in the area of software and hardware development for Magnetic Resonance Elastography (MRE) applications to diagnostics of soft tissue cancer.

**Elvin T. Price, Pharm. D., Ph.D.**

Victor A. Yanchick Associate Professor and Director of the Geriatric Pharmacotherapy Program

Department of Pharmacotherapy and Outcomes Science
School of Pharmacy

Dr. Price earned his Doctor of Pharmacy degree from Florida A&M University and his Ph.D. from the University of Florida. He studies the impact of genetic variation on aging, cardiometabolic homeostasis, and pharmacological responses. Price is enthusiastic about optimizing medication outcomes for older adults, fighting cardiometabolic diseases, reducing health disparities and educating the next generation of healthcare practitioners and pharmaceutical scientists.

**Amy Rector, Ph.D.**

Associate Dean for Faculty and Academic Affairs in sciences and mathematics
Associate Professor of Anthropology, School of World Studies
College of Humanities and Sciences

Dr. Rector is a paleoanthropologist and evolutionary biologist who works primarily in reconstructing ecological contexts of our ancient ancestors. Her research in Ethiopia and Zambia has received funding from the National Science Foundation, the Leakey Foundation, Wenner-Gren Foundation, and the Earthwatch Foundation. She is director of the Ledi-Geraru Research Project in the Afar Region, Ethiopia and co-founder and co-director of the Zambia Rift Valley Research Project in South Luangwa, Zambia. Recent discoveries from the Ledi-Geraru site were described in Nature in 2025 and include a new species, adding previously unknown diversity to the human family tree. Dr. Rector is one of only a few women who hold permits for two paleoanthropological research sites in Africa, and serves as a mentor and leader for other female scientists and graduate students.

**Lana Sargent, Ph.D., RN, FNP-C, GNP-BC**

Associate Dean, Office of Practice and Community Engagement
Associate Professor, Department of Adult Health and Nursing Systems
School of Nursing

Dr. Sargent is interested in enhancing health equity by working with community-dwelling populations and implementing processes affecting outcomes related to health behaviors and healthcare utilization.

Since 2013, she has provided clinical, research and educational expertise for the Mobile Health and Wellness Program (MHWP). In 2023, she became the lead project director of MHWP, a weekly wellness clinic serving individuals across the lifespan in nine urban and rural Virginia community sites. MHWP is an innovative, collaborative care coordination model that seeks to improve communities' health outcomes and enhance individuals' lives through translational research.

Additionally, she has 20 years of clinical practice experience focused on the complex care of aging adults. This unique training and clinical experience providing care for community-dwelling older adults allows her to link her research to translational clinical practice. In particular, her experience providing care for community-dwelling older adults allows the results from her research to address social determinants of health (SDOH) and health disparities. As PI on several intramural and extramural grants, she leads several community-based dementia studies. She earned her BSN and MSN from Regis College and Ph.D. from the Medical University of South Carolina.

[DRAFT] Faculty Promotion and Tenure Policies and Procedures

Policy Type: Board of Visitors

Responsible Office: Academic and Faculty Affairs

Initial Policy Approved: 09/24/1981

Current Revision Approved: MM/DD/YYYY

Policy Statement and Purpose

Virginia Commonwealth University herewith establishes its policies and procedures for faculty promotion and tenure. This document institutes a unified promotion and tenure system throughout the University, while allowing variations in the academic units to accommodate their specific needs.

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 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's contributions, consideration of comparable achievement in the faculty member's particular field, and the faculty member's contributions 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 the 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 as noted above. 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 VCU 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 administration, and the Board of Visitors
- An ongoing succession and infusion of new faculty members.

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 level within the context and resources of the university
- Support of university goals and support of the various 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

Noncompliance with this policy may result in disciplinary action up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

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Who Should Know This Policy

All faculty eligible for tenure and promotion are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

Definitions

School

The term “school” is used throughout this document to refer to a school, college, or other major academic unit such as the Libraries.

Unit

The term “unit” is used throughout this document to mean the smallest organizational unit with a promotion and tenure policy, [such as a program, department, or school](#).

Department

The term “department” is used throughout this document to refer to an organizational unit within a school or college, such as a program, department, or school (within a college).

Department Chair

The term “department chair” is used throughout this document to refer to the administrative head of a “department”.

Contacts

The Office of Faculty Affairs officially interprets this policy. The Office of Faculty Affairs is responsible for obtaining approval for any revisions as required by the policy *Creating and Maintaining Policies and Procedures* through the appropriate governance structures. Please direct policy questions to the Office of Faculty Affairs, Senior Vice Provost for Faculty Affairs.

Policy Specifics and Procedures

1.0 Authority and Applicability

1.1 Relationship of Schools and Departments to University Promotion and Tenure Policy

Each unit shall establish written guidelines for promotion and tenure, including expedited tenure. Unit guidelines shall be consistent with this policy and shall also specify the details involved in meeting the particular goals and objectives of those units. [Unit guidelines may be more proscriptive than this policy](#). If there is any conflict between university and unit-level policy and guidelines, the university policy shall govern.

Guidelines shall define 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. Unit guidelines shall include a process, 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 recommend and elect the committee members. A majority vote of the unit faculty and approval of the Dean shall be required for the approval of all unit guidelines. Finally, the Office of the Provost must approve unit-level and school-level guidelines for compliance with university policy prior to them becoming effective.

1.2 Appointing Authority

Tenure of the faculty is made under the ultimate authority and with the final approval of the Board of Visitors.

The President is authorized to approve tenured and tenure-eligible faculty promotions and to recommend conferral of tenure to the Board of Visitors according to the procedures set forth in this document.

1.3 Applicability of This Policy

The provisions of this policy shall apply to all tenure-eligible faculty hired on or after July 1st, 2026. Tenure-eligible faculty hired prior to July 1, 2026 may elect to be evaluated for tenure and, for tenure-eligible Assistant Professors, promotion to Associate Professor under the guidelines that were effective at the time of their hiring, but must make that choice known to their Dean and the Office of the Provost by September 1st, 2026. Otherwise, they will be evaluated under the provisions of this policy.

[For tenured associate professors hired before July 1, 2026, this policy will not become effective until three years after approval of this policy by VCU's Board of Visitors. Tenured associate professors hired before July 1, 2026 may choose to be considered for promotion under the former VCU promotion guidelines through the 2028-2029 promotion cycle.](#)

2.0 Defining Appointments

All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure). Adjunct (non-tenure, non-term) appointments are part-time. All other appointments shall be full-time tenured, probationary (tenure-eligible), or term (non-tenure), or part-time tenured or term (non-tenure). "Part-time" is considered not less than 75% for tenured faculty and not less than 50% for term (non-tenure) faculty. Exceptions to this may be considered on a case by case basis and must be approved by the Provost. All probationary (tenure-eligible) faculty appointments shall be full-time.

A tenured appointment is an appointment that continues until the faculty member voluntarily leaves the university, is separated pursuant to applicable university policy, 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 unit guidelines. Tenure is granted only at the rank of Associate Professor or Professor.

~~Tenure-eligible Assistant Professors may not carry a service workload in excess of 20% without written approval from the Dean and Provost. Tenured Associate Professors may not carry a service workload in excess of 30% without written approval from the Dean and Provost.~~

~~Adjunct faculty (non-tenure) appointments are generally one semester in duration and are granted to faculty members 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 members for promotion or tenure. Recommendations for appointments of adjunct faculty shall not require academic review outside the school. Adjunct faculty appointments do not carry faculty rank and are not eligible for tenure or promotion. These personnel actions shall be reviewed 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.~~

Affiliate and adjunct faculty appointments are not eligible for tenure.

2.1 Tenured Appointments

Tenure is conferred based on the faculty member's demonstrated capabilities, achievement, and the university's anticipated long-term academic needs.

A recommendation for a tenured appointment is initiated only by an academic unit. The guidelines for each unit and school shall specify written criteria and standards for recommending tenure in that unit or school. These criteria shall require that recommendations are based on a record of effectiveness in scholarship appropriate to the discipline, teaching, 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, in accordance with the requirements for external evaluators in Section 4.1.2.

~~For new hires who have been tenured at another institution, units may develop special criteria for an expedited process for recommending tenure that considers the individual's expertise, experience, and skills.~~

A tenured faculty member may elect to be reviewed for promotion in any review cycle. However, a tenured faculty member who is reviewed and denied promotion may not reapply for promotion for two cycles. This ensures adequate time has passed for the dossier to be meaningfully more developed than in the prior review. The restriction on reapplication does not apply to cases in which the faculty member withdraws their application prior to the Dean's recommendation.

2.2 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 six academic years, except as noted in 3.2.1. An initial appointment at the rank of Professor or Associate Professor may also be a probationary appointment. The maximum period of probationary service is two years as a professor and three years as an Associate Professor, except as noted in 2.2.1.

2.2.1 Alterations of the Probationary Period

There are some situations where reductions or extensions in 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 Department Chair and/or Dean.

A reduced probationary period may be warranted and may be granted due to prior service at an academic institution at the rank of Assistant Professor or above.

A faculty member may elect to be considered for promotion and tenure before the end of the probationary period.

A tenure-eligible faculty member may request an extension of the agreed-upon probationary period when extenuating circumstances are projected to significantly impede normal progress. Such circumstances might include, but are not limited to, childbirth, adoption, care of a 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. Extensions may only be granted when faculty have existing evaluations of at least Very Good in both Scholarship and Teaching in the most recent annual evaluation prior to the onset of the extenuating circumstance.

Written approval of the extension by the Dean and the Provost is required for any alteration of the probationary period. All extensions of the initial probationary period shall be entered in writing in the faculty member's personnel file.

Alterations to the normal probationary period or extensions granted to the probationary period may not be considered as a factor in the tenure and promotion process. The decision to grant tenure and/or promotion is based on the candidate's body of work at the time of evaluation. Extensions give the candidate additional time to develop their body of work so that it meets the criteria, but the criteria shall not be altered based on the number of years they spent in the 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.

Units must specify and clearly describe the situations for an altered probationary period in their unit guidelines and apply the criteria for the alterations uniformly for all faculty.

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

2.2.2 Evaluation of Faculty with Probationary Tenure Eligibility

Probationary appointments at the rank of Assistant Professor must be reviewed periodically for progress toward promotion and tenure (e.g., third-year review) by the academic unit. The guidelines for each 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. [In addition, at the time of annual evaluation, there should be a separate evaluation of the candidate's progress toward promotion and tenure to be included in the candidate's promotion and tenure file.](#)

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 maximum 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 maximum 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. The decision to terminate a probationary appointment is ultimately made by the Provost based on the recommendation of the school Dean. A Department Chair may initiate a recommendation to the school Dean for consideration. Notification of terminations of probationary appointments in the first year of employment must be issued by March 1st to become effective at the end of that academic year. Notification of terminations of probationary appointments in the second year of employment must be issued by December 1st to become effective at the end of the academic year. Terminations of probationary appointments in the third year and beyond require a minimum of twelve months' notice prior to the termination date.

2.2.3 Linkage

Tenure- eligible Assistant Professors shall be reviewed in one process, with both promotion and tenure awarded or denied in a single decision in accordance with the criteria in Section 3.1.10.

Tenure-eligible Associate Professors may be reviewed for tenure alone or for promotion to Professor and tenure simultaneously. These are separate decisions, whereby a decision to deny a promotion does not preclude a decision to award tenure.

2.3 Transition between Tenure Track Positions and Term Appointments

Within the sole discretion of VCU, a tenure-eligible faculty member on a probationary appointment may transfer to a term appointment with the concurrence of the Provost [or Senior Vice President \(for units on the Health Sciences campus\)](#) and the Dean, Department Chair (where applicable), and the faculty member concerned. This transfer terminates the period of probationary service, but the faculty member retains rights consistent with other term appointment guidelines.

2.4 Continuing Review of Faculty

All tenured and tenure-eligible faculty members shall be evaluated annually using criteria established in the guidelines of the school and/or department. The guidelines for all evaluations shall be consistent with and fully incorporate the guidelines in the Faculty Roles and Rewards Policy [and should include a separate section outlining the faculty member's progress toward promotion and tenure or promotion, if not fully promoted and tenured.](#)

2.5 Honorary Titles

The President and/or Board of Visitors (or designee) may designate the rank of University Professor, Commonwealth Professor, or Emeritus Professor as deemed appropriate. The voting privileges of faculty holding honorary titles shall be specified in the guidelines of the units where they are appointed.

2.6 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 independently 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 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 earn tenure based on an administrative title.](#)

2.7 Notice of Appointments

Every faculty appointment or change of status shall be specified in a written notice of appointment issued by or on behalf of the Provost, President, and/or 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, or adjunct), period of appointment, whether it is part-time 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.

2.8 Joint Appointments with Non-University Agencies

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

Joint appointments with a non-university entity 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.

3.0 Faculty Ranks and Appointments

This document applies to the university faculty appointments at the ranks of Professor, Associate Professor, and Assistant Professor. All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure, including clinical educator), or adjunct (non-tenure). Section 2.0 defines these types of appointments. Tenure-eligible and tenured appointments are subject to this policy. Term appointments are subject to the Term Promotion Policy.

3.1 General Criteria and Information Supplied by Candidates

In order to ensure distinguished contributions in teaching, scholarship (including research 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. 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. [The narrative describing scholarship, teaching, and service should not exceed 6000 words.](#)

3.1.1 Timeline

Units must establish a timeline by which candidates declare their candidacy for tenure and/or promotion based on university guidance specifying that, for 9/10-month faculty, the following shall be completed before annual contracts end in May. For 12-month faculty, the following shall be completed by the end of the fiscal year prior to submitting documentation for promotion.

- Faculty declaration of candidacy for promotion or P&T
- Formation of peer review committee/s, including identification of a chair
- Identification of potential external reviewers
- Invitations sent to external reviewers
- Faculty provision of external reviewer materials to be shared by the PRC chair;

This timeline must be [included in the unit guidelines or otherwise](#) communicated to candidates with at least 45 days' advance notice before declarations of candidacy are due. After declaring their candidacy, the peer committee is formed. Candidates then submit their dossier to the unit (as outlined below) for evaluation. Unit guidelines may add specificity to the dossier requirements below, but may not reduce or waive any requirements in this policy.

3.1.2 Curriculum Vitae

Candidates must supply a comprehensive CV that documents their body of work across their academic career. The exact format of the CV may vary by discipline, and unit guidelines may specify certain

format stipulations. However, the CV must document performance in all areas of the candidate's workload. When possible, the CV should include links to evidence and artifacts. [For example, published works must be linked within the CV.](#) There is no length limitation on the CV

3.1.3 Appropriate credentials and experience

Tenured or tenure-eligible faculty must hold a terminal degree [in their field](#) to be appointed at the rank of Assistant Professor or to be promoted to the rank of Associate Professor or Professor. [In cases of extraordinary professional accomplishment, the Provost, at the request of the Dean, may make an exception to this requirement.](#) Tenure-eligible or tenured faculty hired prior to July 1, 2026, are not required to hold a terminal degree to be granted tenure and/or be promoted to the rank of Associate Professor or Professor.

Accepted terminal degrees include those recognized by the [Fulbright Scholar Program](#). Degrees on this list qualify as terminal for the purposes of promotion. If a faculty member holds a degree not listed that they believe should be recognized as a terminal degree for the purposes of seeking promotion, they may submit a written request with documentation to the Dean who will make a recommendation and request to the Office of the Provost for consideration. Requests may also be submitted on behalf of a program, department, or school by the Dean on an as-needed basis or as described in unit-level guidelines for promotion and tenure. The Provost or their designee makes the final determination of whether degrees not on the above-referenced list qualify as terminal for the purposes of promotion within VCU. Any requests related to the terminal degree requirement must be submitted by December 1st of the year before they intend to apply for promotion and/or tenure. Once an exception is approved for an individual faculty member, it will apply to future promotions for that individual faculty member in the current academic appointment..

3.1.4 Scholarship

Demonstrated continuing scholarship, professional growth, and national or international contributions. Faculty members must be [consistently](#) engaged in productive and creative scholarly activity in areas relevant to the goals and mission [of the university-their academic unit](#). They must make a substantive contribution to the body of knowledge in their discipline, [or in an interdisciplinary capacity](#), that reflects high standards of quality in creativity, scholarship, and professional competence and demonstrates national or international recognition. They must demonstrate leadership and professional competence in independent and/or collaborative scholarship that leads to the creation of new knowledge or creative expression. Scholarship can be in the form of research and discovery scholarship, the scholarship of teaching and learning, integration of research, [translational](#) or community-engaged research, [or creative activity](#). 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; or development and dissemination of materials for use in teaching beyond one's own classes. Integration of research examines knowledge in a broader context, focusing on synthesizing, interpreting, and connecting data, most often in an interdisciplinary way. Examples include a comprehensive literature review, or a textbook used in multiple fields of study. 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. [Creative activity includes original works in fine and performing arts, and literary, graphic, and digital arts.](#)

Scholarship Statement and Evidence: Candidates must supply a scholarship statement that articulates their line or lines of scholarship, providing a narrative rationale for their work and its significance, influence, and national or international reputation. ~~This statement may not exceed 1,500 words in length.~~ The statement must emphasize the significance of the candidate's work. When possible, linking to scholarly artifacts within the CV may suffice. However, candidates may also choose to supply approximately five exemplar scholarly artifacts.

3.1.5 Teaching

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 mastery of their subject matter and in communicating this understanding to student learners; ~~in other words~~, faculty members are required to demonstrate that their students learn. There must be evidence of the candidate's sustained commitment to high quality instruction, incorporation of advising and availability to students as a component of teaching, creating a positive environment for learning, 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 as an advisor and other forms of beneficial interactions between the candidate and learners should be given appropriate weight as a part of the teaching criteria, as determined by the unit. Demonstrated quality of teaching may include community-engaged teaching (e.g., service-learning experiences), ~~and clinical teaching.~~ ~~Each unit shall explicate the quality of teaching for the unit.~~

Teaching Statement and Evidence: Candidates must supply a teaching statement that summarizes their contributions in the area of teaching. ~~The teaching statement may not exceed 1,500 words in length.~~ Candidates must supply evidence to support their teaching effectiveness. ~~For faculty who teach courses, student end-of-course evaluations of teaching must be included, and candidates must include the full, unredacted student comments. Unit guidelines should describe how course evaluations will be considered; review committees may consider trends and themes from course evaluation data, or they may consider benchmarking scores and comments while accounting for key contextual factors as described in the Assessing Teaching Effectiveness Report. In addition, evidence of the candidate's efforts toward continuous improvement in teaching effectiveness must be included, as specified by unit guidelines. Acceptable evidence may include peer observations, syllabi, student work (with identifiers removed), assessments of student learning outcomes, or other forms of documented impact, such as those mentioned in the Assessing Teaching Effectiveness Report.~~

3.1.6 Service

Demonstrated performance in service: Faculty members are expected to spend a portion of their time and expertise for the betterment of their department, school, and university, 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 university, professional, community-engaged, and clinical service.~~

Service Statement and Evidence: Candidates must supply a service statement that summarizes their work in the area of service. ~~This statement must include a description of unit- or university-level service, professional and community-engaged service, and/or clinical service. The statement ought to~~

connect the service work of the candidate to their national/international scholarly reputation and how their service advances the institution and/or profession. ~~This statement may not exceed 1,500 words.~~ In general, documentation of service is not required beyond the CV and narrative, unless clarification is requested during the review process. However, candidates should include brief supporting materials for service roles that are unusually time-intensive, innovative, or externally impactful.

3.1.7 Annual Evaluations

Annual evaluations are not included in the promotion and tenure dossier, as they serve a separate purpose. The annual evaluation is an administrative evaluation on productivity per year, which is a different purpose and criterion than the evaluation of the body of work for tenure and/or promotion. However, in cases where additional context is needed, summary commentary regarding the annual evaluations may be provided in the Chair's or Dean's evaluation report. ~~In addition, statements on progress toward promotion and/or promotion and tenure from department chairs at the time of annual evaluation and/or third year reviews should be included.~~

3.1.8 Workload Distribution

The dossier must include clear documentation of the workload distribution across time at VCU. This may be a simple table that shows the percentage distribution per category for each year of VCU faculty employment. Those with service at prior institutions may choose to include those workload distributions as well.

3.1.9 Accessibility

~~All materials submitted as part of the dossier must meet VCU's accessibility standards (<https://digitalaccessibility.vcu.edu/>).~~

3.1.9 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 evaluations of tenure and tenure-eligible faculty performance ratings shall use this terminology.

Appointment or promotion to Assistant Professor shall indicate that the candidate is expected to perform at an excellent level in scholarship and holds promise for further professional development.

Appointment or promotion to Associate Professor requires a minimum rating of excellent in scholarship, a rating of at least very good in teaching, and a rating of at least satisfactory in service. Candidates must be effective scholars and teachers and show a pattern of accomplishment in scholarship that indicates progress toward a national or international reputation in their discipline.

Appointment or promotion to Professor requires a minimum rating of excellent in scholarship, a rating of at least very good in teaching, and a rating of at least very good in service. Candidates must be effective

scholars and teachers and demonstrate a pattern of distinguished accomplishment in scholarship that indicates achievement of a national or international reputation in their discipline.

3.2 Unit Criteria

The detailed unit guidelines shall amplify the general criteria of the university and include special criteria unique to a given unit.

The individual unit guidelines shall define the scholarship, teaching, and service criteria and define what is meant by ratings of excellent, very good, satisfactory, and unsatisfactory in each area. These criteria must emphasize national and international recognition.

These guidelines shall be developed with input from unit faculty and approved by the unit's faculty, the school Dean, and the Office of the Provost. After approval, the guidelines should be provided to all new faculty members and filed with the school and the Provost's office.

4.0 Academic Review Procedures for Promotion and Tenure for Tenured and Tenure-eligible faculty members

In no case may a chair or Dean serve on any peer review committee or school promotion committee. Individuals may vote on any given case at only one level of review.

The candidate shall develop a file following the guidelines established by the unit. The completed file shall be forwarded to the peer review committee to conduct a substantive evaluation of the candidate's record and performance.

No individual may vote on a case more than once. This means that the same individual may not serve on a peer committee and a school promotion committee. When individuals serve on a peer or school promotion committee and the university promotion and tenure appeals committee, they must recuse themselves from the university-level vote. All documents, reports, and discussions related to candidates for tenure and/or promotion are strictly confidential and may not be shared or discussed with anyone outside of the processes described in this policy, unless otherwise required by applicable law.

4.1 Peer Review Committee

4.1.1 Committee Formation

The Dean or designee shall form a peer review committee following procedures described in the unit guidelines. [Peer review committees must have at least three members and be composed of tenured faculty only, with a majority from the unit if possible. There must also be at least one tenured faculty member from outside the unit on the committee. The unit guidelines shall indicate whether the chair of the committee will be appointed by the Dean or designee \(e.g., department chair\) or elected by its members.](#) For promotions to the rank of Professor, the chair of the peer review committee must hold the rank of Professor. Candidates may challenge, in writing, the appointment of a member to the peer review

committee for cause, such as a conflict of interest. The Dean or designee shall 'consider any such challenges and determine whether to replace that member.

In the event that there is an inadequate number of tenured faculty from within a department to meet this criterion, the Dean or designee may solicit members from another unit, unless unit guidelines specify a different process.

Students may not serve in any capacity on peer review committees. Student feedback on teaching shall be elicited through other teaching evaluation practices, and student feedback on aspects such as mentorship may be collected by Schools through other processes used to evaluate faculty. The committee may consider any form of student feedback that is supplied as part of the dossier, or/and provided by the department chair or Dean.

4.1.2 Evaluation Process

The peer review committee solicits and receives external evaluations. External evaluators must be individuals with expertise in the candidate's field or a closely related scholarly field, be from outside of VCU, and be individuals who can provide an independent review of the candidate's work. Persons who have co-authored publications, collaborated on research, been institutional colleagues, or been academic mentors or advisors of the candidate shall be excluded from consideration as an external evaluator.

Reviews must be solicited from individuals suggested by the candidate and individuals suggested by the peer review committee. [Candidates may also provide names of potential external reviewers who should not be solicited.](#) The peer review committee shall maintain an electronic list of all individuals solicited for external review letters that detail each evaluator as being selected by the candidate or the committee, identifies any relationship of the evaluator to the candidate, and whether the individual agreed to provide an evaluation letter. [All external evaluators must be faculty at or above the rank sought by the candidate, and at least three should be from a Doctoral University - Very High Research Activity \(R1\) institutions. An additional two letters may be from other types of institutions in accordance with unit-level guidelines.](#) A minimum of five external letters must be received for review. All external letters that are received must be included in the file for review. Committees will only include information on letters they received and will not consider evaluators who were invited but declined to provide a letter.

Candidates will provide materials to the peer review committee for dissemination to external reviewers. The materials for external review should include, but are not limited to, the faculty member's Curriculum Vita and four to six artifacts representative of the faculty member's scholarship. The external review materials may not be altered once they are shared with external reviewers.

External evaluators should not be asked to determine whether the candidate meets the criteria for tenure and/or promotion at VCU or at their home institution. Instead, they should be asked to provide an evaluation of the significance, quality, and national/international reputation of the candidate's scholarship.

All letters from external evaluators are strictly confidential unless disclosure is otherwise required by law.

The peer review committee shall review all elements of the candidate's dossier and all external evaluator letters. They shall add a written report to the candidate's file that summarizes the outcome of their discussion, including the rationale for ratings on each criterion. The report shall also include the results of a vote by secret ballot. The final evaluation in each category is determined by the highest category at which there is a majority vote (for example, if there were five members with two voting Excellent, one voting Very Good, and two voting Satisfactory, then the overall rating is Very Good.) Committee ratings below the level of Very Good must be accompanied by a written explanation for that rating or vote.

The committee must recommend in favor of promotion to associate professor and tenure or tenure only (if applicable), when the overall rating for Scholarship is Excellent, Teaching is at least Very Good, and Service is at least Satisfactory. The committee must recommend in favor of promotion to professor when the overall rating for Scholarship is Excellent, Teaching is at least Very Good, and Service is at least Very Good. The committee must recommend against promotion and/or tenure if the overall ratings do not meet these thresholds.

The peer committee shall forward the file to the chair of the department, or in units without departments, the School Promotion and Tenure Committee.

4.2 Department Chair

For units with departments, after receiving the file from the peer committee, the chair of the department shall review the file using the unit guidelines, 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. As noted in 3.1.7, the Department Chair may also provide summary comments regarding the annual evaluations in cases where additional context is needed. If included, such comments must summarize relevant patterns. The Department Chair's evaluation is independent of the peer committee, though the chair shall consider the peer review committee recommendation as evidence. For units without departments, this step is not included.

4.3 School Promotion and Tenure Committee

4.3.1 Committee Election and Term of Office

Each school shall select a school promotion and tenure committee as provided by the guidelines of the school. The school guidelines shall allow for both election by the faculty and appointment by the Dean to the School Promotion and Tenure committee.

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 Department 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 eligible to serve again for one year, if needed. In the event that committee vacancies occur, the Dean may appoint a faculty member or an interim election may be held to fill the incomplete term. Each year, the committee shall elect a chairperson from its members.

4.3.2 Evaluation Process

The school promotion and tenure committee shall receive the file from the chair of the department, or from the peer review committee in schools without departments, 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 with evaluations in scholarship, teaching, and service, for or against recommending promotion and/or tenure, and the rationale for the recommendation. The report shall also include the results of a vote by secret ballot. The vote and resulting overall recommendation shall follow the procedures and criteria outlined for the Peer Review Committee in Section 4.1.2.

The file shall be forwarded to the Dean of the school.

5.0 Administrative Review Procedures for Academic Personnel Actions

5.1 The Dean

After receiving a file, the Dean shall review the file and add a recommendation that includes, but is not limited to, addressing the fiscal and programmatic impact of the proposed academic personnel action on the school. 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 promotion and/or tenure 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 agreeing with their recommendation, disagreeing with their recommendation, or returning the file, no more than once, to those review bodies that did not support the proposed personnel action and request reconsideration. Unit promotion and tenure guidelines may also allow for candidates to add a written response to the file after a negative peer review committee, Department Chair, and/or school committee recommendation, which will then be submitted to the Dean.

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 [or withdraw the file from further consideration](#).

The Dean shall forward the original file, containing the candidate's written response (if one is provided) and all recommendations and letters to the Provost or Senior Vice President of Health Sciences.

5.2 The Senior Vice President of Health Sciences

For units on the Health Sciences campus, the Senior Vice President of Health Sciences shall receive and review files and add a recommendation for tenure and/or promotion that includes, but is not limited to, addressing the University's fiscal and long-range planning impact of the proposed academic personnel action. If the administrative review by the Senior Vice President for Health Sciences supports

tenure and/or promotion, the Senior Vice President shall forward the original file, containing the candidate's written response (if one is provided) and all recommendations and letters to the Provost for review. If the SVP does not support tenure and/or promotion, the SVP shall inform the candidate of this decision. At this time, the SVP 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 SVP to add a statement to the file or withdraw the file from further consideration.

The Senior Vice President shall forward the original file, containing the candidate's written response (if one is provided) and all recommendations and letters to the Provost.

5.3 The Provost

The Provost shall receive and review files from Deans on the Monroe Park Campus and from the Senior Vice President of Health Sciences on the Health Sciences Campus and add a recommendation that includes, but is not limited to, addressing the University's fiscal and long-range planning impact of the proposed academic personnel action.

If the administrative review of the Provost supports promotion and/or tenure, the Provost shall forward the original complete file to the President with that recommendation.

If the administrative review of the Provost does not support promotion and/or tenure, the Provost shall inform the candidate of the decision in writing and notify the candidate of their right to appeal to the University Appeal Committee. The candidate has 15 working days from notification to appeal the decision of the Provost.

6.0 Appeal Process

6.1. Committee Composition

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

To fill a vacancy, the President 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 the school with the current committee vacancy. The President shall designate the chair of the committee.

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

Members of the University Appeal Committee may serve on a concurrent peer review or school promotion and tenure committee, and must recuse themselves from any case from their home Unit.

6.2 Grounds for Appeal

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

1. The proper procedures in this policy were not followed, and the procedural error had a material impact on the outcome.
2. New evidence (including factually incorrect information not provided by the candidate) is discovered after the decision of the Provost, and the evidence was not available before the decision of the Provost, and the candidate could not have discovered the evidence by the use of reasonable diligence.

6.3 Appeal Procedure

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 Office of the Provost. The request must specify how proper procedures were not followed and how that materially affected the outcome, and/or specify the new evidence and detail why the evidence was not available or discoverable before the decision of the Provost. The Office of the Provost shall forward the written appeal to the Appeal Committee.

The Appeal Committee will review the documents in question and will meet to discuss whether grounds for an appeal exist. The vote shall be by secret ballot.

If a majority of the Appeal Committee votes that grounds for an appeal exist, then the candidate shall have the right to address the Appeal Committee at a time convenient for both the 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 who may not speak to the committee or present evidence. The candidate may suggest to the Appeal Committee the names of additional witnesses to speak at the hearing, but the Committee determines whether or not to call additional witnesses. The Appeal Committee may decide whether it needs limited additional information or testimony and may call appropriate witnesses for a hearing. The Committee shall invite the Dean of the relevant school to provide evidence, and the Committee may also contact those individuals or review bodies identified in the denial for additional information or to provide evidence at the hearing. It shall confine any such hearings to those questions or issues specified in the appeal that are based on the grounds for the appeal.

After reviewing the record and hearing testimony, the University Appeal Committee shall take one of the following actions based on a vote by secret ballot.

- 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, 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, 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.

For each case reviewed by the Appeal Committee, the President will review the materials provided and the recommendation from the Appeal Committee, and render a decision. The decision will be shared with the candidate, the Appeals Committee chair, the Dean, [the Senior Vice President of Health Sciences \(if applicable\)](#), and the Provost. The President's decision is not appealable within the university.

7.0 The President and Board of Visitors

The President is authorized to approve promotions of tenured and tenure-eligible faculty. The President is also authorized to recommend conferral of tenure to the Board of Visitors. Tenure of the faculty is made under the ultimate authority and with the final approval of the Board of Visitors (1.2).

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, 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, [the Senior Vice President of Health Sciences \(if applicable\)](#), 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.

8.0 Procedure for Termination of Employment of Tenured Faculty Members

8.1 Reasons for Dismissal for Cause

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 customary 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. Serious misconduct that impairs the ability of the faculty to carry out their professional duties or that substantially negatively affects the operation of the unit or university.
- d. Violation of academic or professional ethics.

e. Unprofessional conduct that significantly adversely affects the functioning of the department, school, or university.

8.2 Post Tenure Review

Post Tenure Review is described in a separate policy.

8.3 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 (as well as the Senior Vice President for Health Sciences, if applicable) 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 for 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 the hearing.

The faculty member shall have the opportunity to attend the hearing. 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.

The decision of the University Appeal Committee (in the form of a recommendation to the Provost) shall be by majority vote. The University Appeal Committee shall submit a completed written report to the Provost within 30 working days after conclusion of the hearing.

The Provost 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 Office of 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 has rendered a decision, the Provost'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 the Provost's decision and rationale before rendering a decision. The decision of the Office of the President shall be final and not subject to further appeal or review.

8.4 Dismissal for Financial Emergency, Reorganization, and Termination of Programs

In the case of dismissal for financial emergency, reorganization, and termination of programs, the Procedures for Declaration of Financial Emergency and Consequent Reduction, Reorganization, or Elimination of Programs Requiring Termination of Faculty Members policy will apply.

9.0 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 Provost, 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 a review of these policies and procedures. They must 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 VCU shall take effect only after review through the university governance system.

Forms

There are no forms associated with this policy and procedures.

Related Documents

1. Faculty Roles and Rewards Policy [link](#)
2. Fulbright Scholar Program
<https://fulbrightscholars.org/sites/default/files/2024-07/US-Scholar-Terminal-Degrees.pdf>
3. Procedures for Declaration of Financial Emergency and Consequent Reduction, Reorganization, or Elimination of Programs Requiring Termination of Faculty Members Policy [link](#)
4. Teaching Effectiveness Report [link](#)
5. Term Promotion Policy [link](#)
6. Virginia Sickness and Disability Program
https://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol457vsdp.pdf?sfvrsn=e049034c_2

Revision History

This policy supersedes the following archived policies:

Approved by the Board of Visitors: September 24, 1981

Effective Date: September 24, 1981.

Revision approved by Board of Visitors: January 17, 1985.

Revision approved by Board of Visitors: November 19, 1987

Effective Date: July 1, 1988.

Revision approved by Board of Visitors: January 20, 1993

Effective Date: July 1, 1993.

Revision approved by Board of Visitors: September 19, 1996

Effective Date: July 1, 1997

Revision approved by Board of Visitors: May 16, 2003

Effective Date: May 16, 2003

Revision approved by Board of Visitors: November 11, 2004

Effective Date: November 11, 2004

Revision approved by Board of Visitors: May 19, 2006

Effective Date: May 19, 2006

Revision approved by Board of Visitors: May 10, 2013

Minor revision made on February 28, 2017. Corrected "Policy Type" to Board of Visitors.

FAQ

1. Where should candidates undergoing a review for promotion or promotion with tenure first turn with questions?

If a peer review committee (PRC) has been established, a candidate would direct questions to the chair of the peer review committee within their unit. If a PRC has not yet been established, questions would be directed to the unit head for topics not addressed by the university, school, and unit guidelines.

2. How do I submit my materials?

Once a candidate's dossier is complete, materials will be submitted via a designated online system determined by the School. (Ex: School of the Arts provides a google drive folder in which the candidate uploads materials by an established deadline.)

3. Can I duplicate entries in different sections of my CV?

It is best to avoid duplications in multiple sections of a CV. If necessary, the Peer Review Committee Chair can recommend the appropriate location in the dossier. Candidates will select in which category an item best fits, and can address in the narrative statement how material relates to both sections.

4. How do I select potential external reviewers?

To identify external reviewers, a candidate must consider field experts at R1 universities serving at a comparable or higher rank to the rank the candidate strives to achieve. Reviewers shall have no conflicts of interest (such as personal or close professional relationships) and must be able to objectively review materials.

5. Why follow the established promotion and tenure timeline?

To maintain the integrity and consistency of the review process, candidates must follow a predetermined timeline that culminates in the approval of the Board of Visitors.

6. What types of unit-level criteria may be included?

Units may elect to specify formatting and/or elements of the dossier, expectations for service minimums, or other unit-specific criteria.

[DRAFT] Term Faculty Promotion Policies and Procedures

Policy Type: Board of Visitors

Responsible Office: Academic and Faculty Affairs

Initial Policy Approved: MM/DD/YYYY

Current Revision Approved: MM/DD/YYYY

Policy Statement and Purpose

Virginia Commonwealth University herewith establishes its policies and procedures for term faculty promotion. This document institutes a unified promotion system throughout the University, while allowing variations in the academic units to accommodate their specific needs.

Virginia Commonwealth University (VCU) pursues excellence as a goal. A prerequisite of this goal is the recruitment and retention of a distinguished faculty. This requires the appointment and promotion of 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.

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

VCU rewards contributions made to the intellectual and academic success of the student body through teaching; the advancement of knowledge, creativity and human health through scholarship; and the engagement of students, faculty, and staff to transform lives and communities through service in support of the university's mission.

The promotion system at VCU 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 administration, and the Board of Visitors
- An ongoing succession and infusion of new faculty members

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 level within the context and resources of the university
- Support of university goals and support of the varied 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.

Noncompliance with this policy may result in disciplinary action up to and including termination. VCU supports an environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

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Who Should Know This Policy

All faculty eligible for promotion under term (non-tenure track) faculty guidelines are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

Definitions

Term Appointment

For the purposes of this policy, Term appointments refer to non-tenure-eligible faculty appointments with VCU (not to include adjunct faculty), and to faculty with affiliate appointments who serve as Clinical

Educators. Clinical Educators will be considered eligible for promotion just like term faculty members, in accordance with section 2.0 below.

School

The term “school” is used throughout this document to refer to a school, college, or other major academic unit such as VCU Libraries.

Unit

The term “unit” is used throughout this document to mean the smallest organizational unit with a promotion and tenure policy, such as a program, department, or school.

Department

The term “department” is used throughout this document to refer to an organizational unit within a school or college, such as a program, department, or school (within a college).

Department Chair

The term “department chair” is used throughout this document to refer to the administrative head of a “department”.

Service

Service is used throughout this document to refer to service to the university, profession, and community, and includes clinical service. Service may represent a faculty member’s primary, secondary, or tertiary area of effort or workload allocation.

Primary, Secondary, and Tertiary areas of effort or workload allocation

Primary area of workload allocation typically refers to the area with the greatest percentage of effort. The secondary and tertiary areas refer to other areas of effort, and may or may not apply. The designation of primary, secondary, and tertiary areas of effort for the purposes of promotion shall be determined by unit guidelines.

Contacts

The Office of Faculty Affairs officially interprets this policy. The Office of Faculty Affairs is responsible for obtaining approval for any revisions as required by the policy *Creating and Maintaining Policies and Procedures* through the appropriate governance structures. Please direct policy questions to the Office of Faculty Affairs, Senior Vice Provost of Faculty Affairs.

Policy Specifics and Procedures

1.0 Authority and Applicability

1.1 Relationship of Schools¹ and Departments to University Term Promotion Policy

¹

Each Unit shall establish written guidelines for promotion, and departments, may establish written guidelines for promotion. Unit guidelines shall be consistent with this policy and shall also specify the details involved in meeting the particular goals and objectives of those units. [Unit guidelines may be more proscriptive than this policy.](#) If there is any conflict between university and unit-level policy and guidelines, the university policy shall govern.

The guidelines for all units shall be formulated and reviewed periodically by a committee of the unit. The faculty shall elect the committee members, and the committee members shall be open to faculty recommendations. A majority vote of the unit faculty shall be required for the approval of all unit guidelines. Finally, the Office of the Provost must approve unit-level guidelines prior to them becoming effective. Guidelines shall define term faculty positions and the relationship of the unit's promotion system to the unit's work plan and individual faculty member work plans developed in accordance with the Faculty Roles and Rewards Policy. Unit guidelines shall include a process, composition of committees, and criteria for promotion relative to the unit's mission. The guidelines shall include specific measures for evaluating faculty member performance.

1.2 Appointing Authority

The Provost is authorized to approve faculty promotions according to the procedures set forth in this document.

1.3 Applicability of This Policy

[For Term faculty hired before July 1, 2026, this policy will not become effective until three years after approval of this policy by VCU's Board of Visitors. Term faculty hired before July 1, 2026 may choose to be considered for promotion under the former VCU promotion guidelines through the 2028-2029 promotion cycle.](#)

2.0 Defining Appointments

All faculty appointments shall be either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure). Adjunct (non-tenure, non-term) appointments are part-time. All other appointments shall be full-time tenured, probationary (tenure-eligible), or term (non-tenure), or part-time tenured or term (non-tenure). "Part-time" is considered not less than 75% for tenured faculty and not less than 50% for term faculty. Exceptions to this may be considered on a case by case basis and must be approved by the Provost.

A term (non-tenure) appointment is an appointment to the faculty for a specified mix of duties and does not lead to tenure. Term appointments shall always be at the rank of professor, associate professor, assistant professor, or instructor. When appropriate to the duties assigned to the faculty member holding a term appointment, modifiers as defined by the unit (e.g., Clinical Professor, Visiting Professor, Research Professor, or Teaching Professor) may be used. A term appointment [may be up to one year or multi-year](#) and is renewable unless stated otherwise in the employment contract. Conditions and notifications for non-renewal are specified in the terms and conditions of employment for term appointments. If the employment contract/terms and conditions conflict with this policy, then the employment contract/terms and conditions take precedence.

A term faculty member may be reviewed for promotion in any review cycle. However, a term faculty member who is reviewed and denied promotion may not reapply for promotion for [the following](#) two cycles. This ensures adequate time has passed for the dossier to be meaningfully more developed than in the prior review. The restriction on reapplication does not apply to cases in which the faculty member withdraws their application prior to submission to the Provost or Senior Vice President for Health Sciences..

Term appointments are defined in the Term Promotion Policy (this policy).

~~Adjunct faculty (non-tenure) appointments are generally one semester in duration and are granted to faculty members 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 members for promotion or tenure. Recommendations for appointments of adjunct faculty shall not require academic review outside the school. Adjunct faculty appointments do not carry faculty rank and are not eligible for tenure or promotion. These personnel actions shall be reviewed 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.~~

Affiliate faculty appointments are not eligible for tenure and are defined in the Affiliate Faculty Appointments Policy.

Clinician Educators with an Affiliate Faculty designation provide clinical care as a component of their work distribution, service to the university, and support for accreditation standards. Clinician Educators provide direct patient care, contribute significantly to the operations of academic medical facilities, may participate in research activities, and play a vital role in clinical teaching for VCU learners. Clinician Educator faculty are eligible for promotion and applicable faculty privileges. Note that in accordance with the Affiliate Faculty Policy, Clinical Educators with an Affiliate Faculty designation who are promoted in rank are not eligible for promotion-based salary increases as affiliate appointments are not compensated by VCU.

2.1 Transition between Tenure Track Positions and Term Appointments

Transfers from term appointments to tenure-track positions must follow the [VCU Guidelines for Faculty Transfers](#). Upon transfer, their appointment would be governed by the University Promotion and Tenure Policy.

2.2 Continuing Review of Faculty

All term faculty members shall be evaluated annually using criteria established in the guidelines of the school and/or department. The guidelines for all evaluations shall be consistent with and fully incorporate the guidelines in the Faculty Roles and Rewards Policy.

[All term faculty members shall receive regular feedback on their progress toward promotion, if not yet fully promoted. The procedures for providing this feedback should be described in unit guidelines, and may](#)

include a separate statement from the department chair at the time of annual evaluations, a pre-promotion review, or both.

2.3 Honorary Titles

The president and/or board of visitors (or designee) may designate the rank of University Professor, Commonwealth Professor, or Emeritus Professor as deemed appropriate. The voting privileges of faculty holding honorary titles shall be specified in the guidelines of the units where they are appointed.

2.4 Administrative Titles

Faculty members may be assigned administrative titles designating administrative responsibilities held in addition to any term 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 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 earn a promotion based on an administrative title.

2.5 Notice of Appointments

Every faculty appointment or change of status shall be specified in a written notice of appointment issued by or on behalf of the provost, president, and/or 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 (term), period of appointment, whether it is part-time or full-time, and salary.

2.6 Joint Appointments with Non-University Agencies

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

Joint appointments with a non-university entity 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.

3.0 Faculty Ranks and Appointments

This document applies to the university faculty appointments at the ranks of Professor, Associate Professor, Assistant Professor, and Instructor. This policy applies only to Term appointments. Tenured and tenure-eligible appointments are subject to the University Tenure and Promotion Policy. Adjunct faculty appointments and affiliate faculty appointments are not eligible for tenure.

3.1 General Criteria and Information Supplied by Candidates

In order to ensure distinguished contributions in the specific mix of duties for term faculty, which include teaching and/or research, scholarly pursuits and creative expression, and service and/or clinical service, the following criteria shall apply in the evaluation of all term faculty members for promotion. 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.

The narrative describing scholarship, teaching, and/or service should not exceed 6000 words.

3.1.1 Timeline

Units must establish a timeline by which candidates declare their candidacy for promotion based on university guidance specifying that, for 9/10-month faculty, the following steps shall be completed **by May 15**. For 12-month faculty, the following steps shall be completed **by July 1** prior to submitting documentation for promotion.

- Faculty declaration of candidacy for promotion **to Department Chair or Dean (for units without departments)**.
- Formation of peer review committee/s, including identification of a chair
- Identification of external reviewers
- Invitations sent to external reviewers
- Faculty provision of external reviewer materials, if applicable, to be shared by the PRC chair

This timeline must be **included in unit guidelines or** communicated to candidates with at least 45 days' advance notice before declarations of candidacy are due. After declaring their candidacy, the peer committee is formed. Candidates then submit their dossier (as outlined below) for evaluation to the unit. Unit guidelines may add specificity to the dossier requirements below, but may not reduce or waive any requirements in this policy.

3.1.2 Curriculum Vitae

Candidates must supply a comprehensive CV that documents their body of work across their academic career. The exact format of the CV may vary by discipline, and unit guidelines may specify certain format stipulations. However, the CV must document performance in all areas of the candidate's workload. When possible, the CV shall include links to evidence and artifacts. ~~For example, published works must be linked within the CV.~~ There is no length limitation on the CV.

3.1.3 Appropriate credentials and experience

Term faculty must hold a degree as outlined by unit guidelines and in accordance with applicable accreditation requirements to be eligible for promotion or appointment to the rank of Assistant Professor, Associate Professor or Professor.

3.1.4 Scholarship

Demonstrated continuing scholarship, professional growth, and national or international contributions. Faculty members with a percentage of effort dedicated to scholarship must be consistently engaged in productive and creative scholarly activity in areas relevant to the goals and mission of the university. They must make a substantive contribution to the body of knowledge in their discipline and/or in an interdisciplinary capacity that reflects high standards of quality in creativity, scholarship, and professional competence and demonstrates national or international recognition. They must demonstrate leadership and professional competence in independent and/or collaborative scholarship that leads to the creation of new knowledge or creative expression. Scholarship can be in the form of research and discovery scholarship, the scholarship of teaching and learning, integration of scholarship, translational and community-engaged research, and/or creative activity. 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 class. Integration of scholarship examines knowledge in a broader context, focusing on synthesizing, interpreting, and connecting data most often in an interdisciplinary way. Examples include a comprehensive literature review, or a textbook used in multiple fields of study. 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. Creative activity includes original works in the arts, including the fine, performing, digital, literary, and graphic arts.

Scholarship Statement and Evidence: Candidates with a percentage of effort for scholarship must supply a scholarship statement that articulates their line or lines of scholarship, providing a narrative rationale for their work and its significance, influence, and national or international reputation. ~~This statement may not exceed 1,500 words in length.~~ The statement must emphasize the significance of the candidate's work. When possible, linking to scholarly artifacts within the CV may suffice. However, candidates may also choose to supply approximately five exemplar scholarly artifacts.

3.1.5 Teaching

Demonstrated quality in teaching. Faculty members with a percentage of effort dedicated to teaching shall be evaluated based primarily upon the impact of the faculty member's teaching in programs relevant to the mission of the university. Faculty members must demonstrate mastery of their subject matter and in communicating this understanding to student learners; in other words, faculty members are required to demonstrate that their students learn. There must be evidence of the candidate's sustained commitment to high quality instruction, the incorporation of advising and availability to students as a component of teaching, creating a positive environment for learning, 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. Faculty members whose teaching is not course based (e.g.,

librarianship, [clinical supervision](#)) shall articulate how their professional practice contributes to the teaching mission of the unit and university in accordance with unit promotion guidelines. Mentoring and other forms of beneficial interactions between the candidate and learners should be given appropriate weight as a part of the teaching criteria, as determined by the unit. [Demonstrated quality of teaching may include community-engaged teaching \(e.g., service-learning experiences\), and clinical teaching. Each unit shall explicate the quality of teaching for their unit.](#)

Teaching Statement and Evidence: Candidates with a percentage of effort for teaching must supply a teaching statement that summarizes their contributions in the area of teaching. ~~The teaching statement may not exceed 1,500 words in length.~~ Candidates must supply evidence to support their teaching effectiveness. [For faculty who engage in course instruction, student end-of-course evaluations must be included, and candidates must include the full, unredacted student comments. Unit guidelines should describe how course evaluations will be considered; review committees may consider trends and themes from course evaluation data, or they may consider benchmarking scores and comments while accounting for key contextual factors as described in the Assessing Teaching Effectiveness Report. In addition to course evaluations, evidence of the candidate's efforts toward continuous improvement in teaching effectiveness must be included, as specified by unit guidelines. Acceptable evidence may include peer observations, syllabi, student work \(with identifiers removed\), assessments of student learning outcomes and other forms of documented impact such as those described in the Assessing Teaching Effectiveness Report](#)

3.1.6 Service

Demonstrated performance in service. Faculty members give of their time and expertise for the betterment of their department, school, and university, 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. Demonstrated performance in service may include [university service \(i.e., service to the department, school, or university\), professional service \(e.g., service in national organizations\), community-engaged service \(e.g., service to address a community-identified need\), and clinical service \(e.g., patient care and consultation\).](#)

Service Statement and Evidence: Candidates must supply a service statement that summarizes their work in the area of service. [This statement must include a description of university, professional, community-engaged, and/or clinical service, and should connect the service work of the candidate to their professional reputation and how their service advances the institution and/or profession. This statement may not exceed 1,500 words.](#) When service is a tertiary area of workload, documentation of service may not be required beyond the CV and narrative, unless clarification is requested during the review process. In cases where service is a primary or secondary area of workload, faculty should have documentation and evidence that illustrates the impact on teaching and learning and/or impact in the department or unit and profession while highlighting outcomes that are innovative. Candidates may also elect to include supporting materials for service roles that are unusually time-intensive, innovative, or externally impactful.

3.1.7 Annual Evaluations

Annual evaluations are not included in the promotion dossier, as they serve a separate purpose. The annual evaluation is an administrative evaluation on productivity per year, which is a different purpose

and criterion than the evaluation of the body of work for promotion. However, in cases where additional context is needed, summary commentary regarding the annual evaluations may be provided in the Chair's or Dean's evaluation report.

In addition, statements on progress toward promotion from department chairs at the time of annual evaluation and/or pre-promotion reviews should be included.

3.1.8 Workload Distribution

The dossier must include clear documentation of the workload distribution across time at VCU. This may be a simple table that shows the percentage distribution per category for each year of VCU faculty employment. Those with service at prior institutions may choose to include those workload distributions as well. Unit guidelines shall specify the methodology for determining a faculty member's primary, secondary, and tertiary (if applicable) effort or workload allocations for purposes of promotion.

Term faculty may have appointments that do not include allocations in all categories. If a faculty member has no allocation in a given category, they do not need to submit documentation for that category.

3.1.9 Accessibility

~~All materials submitted as part of the dossier must meet VCU's accessibility standards (<https://digitalaccessibility.vcu.edu/>).~~

3.1.9 Application of Criteria and Criteria Ratings for Term 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 evaluations of term faculty performance ratings shall use this terminology.

Appointment or promotion to Assistant Professor shall indicate that the candidate is expected to perform at an excellent level in the area of their primary workload allocation and holds promise for further professional development.

Appointment or promotion to Associate Professor requires a minimum rating of excellent in the primary area of effort or workload, either teaching, scholarship, or service; at least very good in a secondary area; and at least satisfactory in a tertiary area, if applicable .

Appointment or promotion to Professor requires a minimum rating of excellent in the primary area of effort or workload, either teaching, scholarship, or service; at least very good in a secondary area; and at least very good in a tertiary area, if applicable.

3.2 Unit Criteria

The detailed unit guidelines shall amplify the general criteria of the university and include additional special criteria unique to a given unit.

The individual unit guidelines shall define scholarship, teaching, and service criteria and define what they mean by ratings of excellent, very good, satisfactory, and unsatisfactory in each area. These criteria must require national and international recognition in at least one area of effort for those seeking promotion to Professor.

These guidelines shall be developed with input from unit faculty and approved by the unit's faculty, the school Dean, and the Office of the Provost. After approval, the guidelines should be provided to all new faculty members and filed with the school and the Provost's office.

4.0 Academic Review Procedures for Promotion of Term faculty members

In no case may a chair or Dean serve on any peer review committee or school promotion committee. Individuals may vote on any given case at only one level of review.

The candidate shall develop a dossier following the guidelines established by the unit. The completed dossier shall be forwarded to the peer review committee to conduct a substantive evaluation of the candidate's record and performance.

No individual may vote on a case more than once. This means that the same individual may not serve on a peer review committee and a school promotion committee. When individuals serve on a peer or school promotion committee and the university promotion and tenure appeals committee, they must recuse themselves from the university-level role. All documents, reports, and discussions related to candidates for promotion are strictly confidential and may not be shared or discussed with anyone outside of the processes described in this policy, unless otherwise required by applicable law.

4.1 Peer Review Committee

4.1.1 Committee Formation

The Dean or designee shall form a peer review committee following procedures described in the unit guidelines. Peer review committees must have at least three members with at least one Term faculty member, and the committee may be composed entirely of Term faculty. The majority of committee members should come from the unit, if possible, and there should be one member from outside the unit. All committee members must be at or above the rank sought by the candidate. The committee may include tenured faculty. The unit guidelines shall indicate whether the chair of the committee will be appointed by the dean or designee (e.g., department chair) or elected by its members. Candidates may challenge, in writing, the appointment of a member to the peer review committee for cause, such as a conflict of interest. The Dean or designee shall consider any such challenges and determine whether to replace that member.

In the event that there is an inadequate number of eligible faculty from within a unit to meet peer review committee composition criteria, the dean or designee may solicit members from another unit, unless unit guidelines specify a different process.

Students may not serve in any capacity on peer review committees. Student feedback on teaching shall be elicited through other teaching evaluation practices, and student feedback on aspects such as mentorship may be collected by Schools through other processes used to evaluate faculty. The committee may consider any form of student feedback that is supplied as part of the dossier or provided by the department chair or dean.

4.1.2 Evaluation Process

For faculty with scholarship as the primary area of effort or workload, three external reviews are required for promotion to Associate Professor or Professor. The peer review committee solicits and receives external evaluations. External evaluators must be individuals with expertise in the candidate's field or a closely related field, be from outside of VCU, and be individuals who can provide an independent review of the candidate's work. Persons who have co-authored publications, collaborated on research, been institutional colleagues, or been academic mentors or advisors of the candidate shall be excluded from consideration as an external evaluator.

Reviews must be solicited from individuals suggested by the candidate and individuals suggested by the peer review committee. Candidates may also provide names of potential external reviewers who should not be solicited. The peer review committee shall maintain an electronic list of all individuals solicited for external review letters that details each evaluator as being identified by the candidate or the committee, identifies any relationship of the evaluator to the candidate, and whether the individual agreed to provide an evaluation letter. All external evaluators must be faculty at or above the rank sought by the candidate. At least two must be at a Doctoral University - Very High Research Activity (R1) institution. The third letter may be from other types of institutions in accordance with unit-level guidelines. All external letters that are received must be included in the file for review. Committees will only include information on letters they received and will not consider evaluators who were invited but declined to provide a letter.

Candidates will provide materials to the peer review committee for dissemination to external reviewers. The materials for external review should include, but are not limited to, the faculty member's Curriculum Vita and four to six artifacts representative of the faculty member's scholarship. The external review materials may not be altered once they are shared with external reviewers.

External evaluators must not be asked to determine whether the candidate meets the criteria for promotion at VCU or at their home institution. Instead, they are being asked to provide an evaluation of the significance, quality, and national/international reputation of the candidate's scholarship ~~or teaching~~.

Unit guidelines may also require external letters for promotion for faculty with teaching or service as the primary area of effort or workload. Unit guidelines may require other evaluations of teaching or service, such as letters from colleagues within the university.

All letters from external evaluators are strictly confidential unless disclosure is otherwise required by law.

The peer review committee shall review all elements of the candidate's dossier, including external evaluator letters or internal letters, if applicable. They shall add a written report to the candidate's file that summarizes the outcome of their discussion, including the rationale for ratings on each criterion. The report shall also include the results of a vote by secret ballot. The final evaluation in each category is determined by the highest category at which there is a majority vote (for example, if there were five members with two voting Excellent, one voting Very Good, and two voting Satisfactory, the overall rating is Very Good). Ratings and votes for ratings below the level of Very Good must be accompanied by a written explanation for that rating or vote.

When the overall rating for the primary area of workload allocation is Excellent, and the secondary area allocation, if applicable, is at least Very Good, and the tertiary area (if applicable) is at least Very Good for promotion to Professor and at least Satisfactory for promotion to Assistant or Associate Professor, the committee shall recommend promotion. With any other combination of ratings, the committee shall recommend against promotion.

The peer committee shall forward the file to the department chair. Where the smallest unit is the School, the peer review committee shall forward the file to the School Promotion and Tenure or School Term Promotion Committee.

4.2 Department Chair

For units with departments, after receiving the file from the peer committee, the chair of the department shall review the file using the unit guidelines, 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. As noted in 7.1, the Department Chair may also provide summary comments regarding the annual evaluations in cases where additional context is needed. If included, such comments must summarize relevant patterns and feedback regarding the candidate's performance as a faculty member. The Department Chair's evaluation is independent of the peer committee, though the chair shall consider the peer review committee's recommendation as evidence. For units without departments, this step is not included.

4.3 School Promotion and Tenure Committee or School Term Promotion Committee

4.3.1 Committee Election and Term of Office

Schools shall specify in their guidelines how their School-level committee will be composed for term faculty. Schools may elect to use the same School Promotion and Tenure Committee as specified in Section 4.3.1 of the University Promotion and Tenure Committee and add at least one term faculty member when evaluating term promotion cases. Alternatively, schools may elect to form a separate School Term Promotion Committee. If a school elects to form a separate School Term Promotion Committee, the following provisions apply:

The committee shall consist of no fewer than three faculty members, all of whom shall be at the rank of Associate Professor or higher. None of the committee members shall hold an administrative title at the

level of Department Chair or above. The members of a School Term Promotion Committee may be term or tenured faculty, but must include at least one term faculty member.

Members of the school term promotion committee shall serve staggered three-year terms. Those who have served three consecutive years are eligible to serve again for one year, if needed. In the event that committee vacancies occur, [the Dean or designee may appoint a member or](#) an interim election may be held to fill the incomplete term. Each year, the committee shall elect a chairperson from its members.

The school shall select a school term promotion committee as provided by the guidelines of the school. The school guidelines may allow the dean to appoint committee members in addition to the election of committee members. Only full-time faculty members shall be eligible to vote.

4.3.2 Evaluation Process

The school promotion and tenure committee or school term promotion committee shall receive the file from the chair of the department, or from the peer review committee in schools without departments, 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 with evaluations in scholarship, teaching, and/or service, for or against recommending promotion, and the rationale for the recommendation. The report shall also include the results of a vote by secret ballot. ~~The final evaluation in each category is determined by the highest category at which there is a majority vote (for example, if there were five members with two voting Excellent, one voting Very Good, and two voting Satisfactory, the overall rating is Very Good). Ratings and votes for ratings below the level of Very Good must be accompanied by a written explanation for that rating or vote.~~

~~For promotion to professor, if the overall rating for the faculty member's primary area of workload allocation is Excellent, the secondary area of workload allocation (if applicable) is at least Very Good, and Service (if Service is not the primary or secondary area of effort) is at least Very Good, the committee shall recommend promotion. With any other combination of ratings, the committee shall recommend against promotion.~~

~~For promotion to assistant or associate professor, if the overall rating for the faculty member's primary area of workload allocation is Excellent, the secondary area of workload allocation (if applicable) is at least Very Good, and Service (if Service is not the primary or secondary area of effort) is at least Satisfactory, the committee shall recommend promotion. With any other combination of ratings, the committee shall recommend against promotion.~~

The file shall be forwarded to the Dean of the school.

5.0 Administrative Review Procedures for Academic Personnel Actions

5.1 The Dean

After receiving a file, the Dean shall review the file and add a recommendation that includes, but is not limited to, addressing the fiscal and programmatic impact of the proposed academic personnel action on the school and forward the original file to the Provost. 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 promotion is not supported by either the peer committee, the chair of the department, or the school tenure and promotion committee or school term promotion committee, then the dean has the option of agreeing with their recommendation, disagreeing with their recommendation, or returning the file, no more than once, to those review bodies that did not support the proposed personnel action to request reconsideration. Unit promotion guidelines may also allow for candidates to add a written response to the file after a negative peer committee, Department Chair, and/or school committee recommendation [which will then be submitted to the Dean](#).

When promotion 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 [or to withdraw the file from further consideration](#).

The Dean shall forward the original file, containing the candidate's written response (if one is provided) and all recommendations and letters to the Provost or the Senior Vice President for Health Sciences.

5.2 The ~~Provost or the~~ Senior Vice President for Health Sciences

[For units on the Health Sciences campus, the Senior Vice President for Health Sciences shall receive and review files and add a recommendation that includes, but is not limited to, addressing the determination of the lower committees and the University's fiscal and long-range planning impact of the proposed academic personnel action. If the review by the Senior Vice President for Health Sciences supports promotion, the Senior Vice President shall forward the original file, containing the candidate's written response \(if one is provided\) and all recommendations and letters to the Provost for review. If the Senior Vice President does not support promotion, the Senior Vice President will inform the candidate of this decision and give the candidate a copy of the file, without the letters from 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 Senior Vice President to add a statement to the file or to withdraw the file from further consideration.](#)

The Senior Vice President for Health Sciences shall forward a recommendation, along with the original file containing the candidate's written response (if one is provided) and all prior recommendations and letters, to the Provost.

5.3 The Provost

[The Provost shall receive and review files from Deans on the Monroe Park and Qatar Campuses and from the Senior Vice President of the Health Sciences from the Health Sciences Campus and add a recommendation that includes, but is not limited to, addressing the University's fiscal and long-range planning impact of the proposed academic personnel action.](#)

If the administrative review of the Provost supports promotion, the Provost shall approve the proposed personnel action.

If the administrative review of the Provost does not support promotion, the Provost shall inform the candidate of the decision in writing and notify the candidate of their right to appeal to the University Term Appeal Committee. The candidate has 15 working days from notification to appeal the decision of the Provost.

6.0 Appeal Process

6.1 University Term Appeal Committee

The University Appeal Committee is composed as specified in Section 6.1 of the University Promotion and Tenure Policy. However, for appeals from term faculty, the committee will add at least two term faculty, appointed by the Provost, to add term faculty perspectives to their deliberations.

6.2 Grounds for Appeal

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

1. The proper procedures in this policy were not followed, and the procedural error had a material impact on the outcome.
2. New evidence (including factually incorrect information not provided by the candidate) is discovered after the decision of the provost, and the evidence was not available before the decision of the provost, and the candidate could not have discovered the evidence by the use of reasonable diligence.

6.3 Appeal Procedure

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 Office of the Provost. The request must specify how proper procedures were not followed and how that materially affected the outcome, and/or specify the new evidence and detail why the evidence was not available or discoverable before the decision of the Provost. The Office of the Provost shall forward the written appeal to the Appeal Committee.

The Appeal Committee will review the documents in question and determine if grounds for an appeal exist via secret ballot.

If a majority of the Appeal Committee votes that grounds for an appeal exist, then the candidate shall have the right to address the Appeal Committee at a time convenient for both the 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, but the Committee determines whether or not to call additional witnesses. The Appeal Committee may decide

whether 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. The Committee shall invite the dean of the relevant school to provide evidence, and the Committee may also contact those individuals or review bodies identified in the denial for additional information or to provide evidence at the hearing. 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 based on a majority vote by secret ballot.

- 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, 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, and the Dean. The letter shall include a rationale for the recommendation and the number of committee members voting for and against the decision. In the event of a tie vote, the appeal is considered denied.

For each case reviewed by the Appeal Committee, the President will review the materials provided and the recommendation from the Appeal Committee, and render a decision. The decision will be shared with the candidate, the Appeals Committee chair, the Dean, the Senior Vice President for Health Sciences (if applicable), and the Provost. The President's decision is not appealable within the university.

7.0 The President

In the event of an appeal, the President will make the final decision about promotion after reviewing the report of the University Appeal Committee and any reconsidered prior reviews the President may order. If, after appeal, the president does not support the recommendation of a faculty member for promotion, the president shall notify the candidate, the Provost, the Senior Vice President for Health Sciences (if applicable), and the Dean of this decision in writing. If the president does not support a recommendation for promotion, no further appeal exists within the university.

8.0 Termination of Employment of Term Faculty Members

Term faculty appointments carry no guarantee of reappointment or continued employment beyond the terms of the current faculty contract. [Any non-renewal of a term faculty appointment shall be in keeping with the notice provisions outlined in the corresponding terms and conditions of employment, which are also outlined in the VCU Faculty Handbook. Non-renewal of a faculty appointment is separate and distinct from the dismissal for cause procedures described below.](#)

[In the case of dismissal for financial emergency, reorganization, and termination of programs, the Procedures for Declaration of Financial Emergency and Consequent Reduction, Reorganization, or Elimination of Programs Requiring Termination of Faculty Members policy will apply.](#)

Adequate reason for dismissal of a term faculty member for cause 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 professional development within the individual's discipline and failure to fulfill University assignments.
- c. Serious misconduct that impairs the ability of the faculty to carry out their professional duties or that substantially negatively affects the operation of the unit or university.
- d. Violation of university policy or academic or professional ethics.
- e. Unprofessional conduct that significantly adversely affects the functioning of the department, school, or university.

Term faculty terminations [for cause](#) may be appealed by the faculty member to the Provost in writing, who will review the reasons for the appeal and determine whether to uphold the termination. If the Provost upholds the termination, no additional appeal exists within the university.

9.0 Procedures for Review and Amendment of this Document

Changes in the Faculty Term Promotion Policies and Procedures may be initiated at the request of the President, the Provost, the Senior Vice President for Health Sciences, the Faculty Senate, the University Council, or upon petition by 20% of the term faculty. Upon such a request, the president shall appoint an ad hoc faculty committee to review issues and recommendations regarding appointment and promotion policies and procedures and, if necessary, to recommend modifications.

Any members of the university community may raise issues or recommend a review of these policies and procedures. They must address such requests to the University president, who shall refer them to the Faculty Senate and University Council. Any changes in the Faculty Term Promotion Policies and Procedures of VCU shall take effect only after review through the university governance system.

Forms

There are no forms associated with this policy and procedures

Related Documents

- 1. **Affiliate Faculty Appointment Policy** [link](#)
- 2. **Faculty Administrative Contracts and Compensation Structure** [link](#)
- 3. **Faculty Promotion and Tenure Policy and Procedures** [link](#)

4. Faculty Roles and Rewards Policy [link](#)
5. Fulbright Scholar Program
<https://fulbrightscholars.org/sites/default/files/2024-07/US-Scholar-Terminal-Degrees.pdf>
6. Teaching Effectiveness Report [link](#)
7. Virginia Commonwealth University Faculty Track Transfer [link](#)
8. VCU Faculty Handbook [link](#)

Revision History

None – New Policy

FAQ

1. Where should candidates undergoing a review for promotion first turn with questions?

If a peer review committee (PRC) has been established, a candidate would direct questions to the chair of the peer review committee within their unit. If a PRC has not yet been established, questions would be directed to the unit head for topics not addressed by the university, school, and unit guidelines.

2. Can I duplicate entries in different sections of my CV?

It is best to avoid duplications in multiple sections of a CV. If necessary, the Peer Review Committee Chair can recommend the appropriate location in the dossier. Candidates will select in which category an item best fits, and can address in the narrative statement how material relates to both sections.

3. How do I submit my materials?

Once a candidate's dossier is complete, materials will be submitted via a designated online system determined by the School. (Ex: School of the Arts provides a google drive folder in which the candidate uploads materials by an established deadline.)