Preface

Chapter IV, Section B of the current Faculty Handbook contains the University's basic statements on personnel procedures relating to tenure, promotion, and salary. These statements apply to all five schools. The appendices contain the policies and procedures of the individual schools. The statements by a school must conform to the general University statement. The changes proposed below are of two types:

1. changes in the University statement (IV, B) that clarify previously ambiguous statements, simplify the statements by not separating the tenure and promotion process, and reflect desired and current practices and procedures
2. changes in school statements to bring them into internal compliance with the revised University statements

In addition, there is a simple proposal that introduces wording specifying the faculty's role in initiating changes in certain Handbook sections. For each proposal we provide PDF files taken from Word documents. One file will show all changes as tracked in MS Word, while the other shows the final version without tracking changes. If you wish to read the current Handbook statements, you can go to http://onecampus.richmond.edu/academics/facultyhdbk/

Proposed Changes to Chapter IV, Section B

- PDF File Showing Tracked Changes ①
- PDF File Showing Proposed Final Wording Without Tracked Changes ②

Proposed Changes in School-Specific Statements:

Jepson School of Leadership Studies

Proposed new statement ③
Pending approval of editorial changes

Law School

No changes required

Robins School of Business

NOT YET AVAILABLE

School of Arts & Sciences

Proposed Revision ④

School of Continuing Studies

No changes required

Proposal for Statements Specifying the Change Process

The Proposal ⑤

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B. EVALUATION FOR PERSONNEL DECISIONS

1. University Standards for Tenure, Promotion, and Salary Decisions

Tenure, promotion, and salary decisions are based on excellence in teaching, scholarship, and service. The standards by which excellence is judged are stipulated separately for each school (Appendix: Specific Personnel Policies and Procedures of the Schools). Generally, excellence in teaching shall be evidenced by a faculty member's command of the developing subject matter, the ability to organize and present it effectively, and the utilization of effective teaching methods and strategies. Consideration may be given to the effective mentoring of student academic work outside of the classroom. Excellence in research/scholarship shall be evidenced (with documentation) by professional growth through original research, study, publication, performance (in the fine arts), or other significant professional activities. Excellence in service shall be evidenced by a commitment to academic advising and effective participation in the affairs of the faculty and University community, particularly through committee activities. Consideration may be given to service to professional communities beyond the University.

Tenure and promotion procedures are not standardized over the several schools and faculties. Tenure decisions shall be made solely on the basis of the merits of the candidates and the needs of programs, without regard to quotas and within the context of existing tenure policy (Appendix: Specific Personnel Policies and Procedures of the Schools). Other factors affecting personnel decisions include the economic and budgetary situation of the University. Certain degrees or certifications (appropriate to the division and discipline) are usually considered necessary for tenure and for the rank of Assistant Professor and above.

2. General Procedures for Tenure and Promotion Decisions

Successive reviews and recommendations for tenure and promotion decisions are made through a route that involves the department and/or faculty committee, the respective Dean, the Provost, and the President. All tenure and promotion decisions are made by the Board of Trustees only on the positive recommendation of the President.

An individual may stand for tenure only once.

Each person involved in the process is expected to be familiar with the criteria on which recommendations respecting tenure and promotion are based and exercise great care that inappropriate criteria play no part. It is the policy of the University of Richmond not to discriminate on the basis of race, religion, national or ethnic origin, age, sex, sexual orientation, disability, status as a veteran or any classification protected by local, state or federal law, in tenure or promotion considerations or any other matters.

Inasmuch as the University has adopted a policy recognizing that the tenure and promotion process may differ among the five academic divisions, it is the responsibility...
of each Dean to make individual faculty members aware of the University's policies regarding non-discrimination and to be certain that discriminatory factors are not a part of the evaluation leading to a tenure or promotion recommendation nor a part of the official file on which such decisions are made.

Under normal circumstances, the party making a recommendation in a tenure or promotion case will notify the candidate of the recommendation. The basis on which a negative recommendation was made will ordinarily be summarized in writing for the candidate. The written summary may include relevant information contained in confidential reports, but must not violate the confidence in which information was given by individual faculty colleagues, students, or outside experts. The written summary should be given to the candidate at approximately the time the party transmits the negative recommendation to the next successive level of review.

While some of the above statements are intended to clarify the candidate's access to the bases on which negative tenure and promotion recommendations are made, it is not their purpose to make the process overly burdensome or legalistic nor to create adversarial relationships in which one's best professional judgment, subjective as it may be, or the department's, division's, or University's long-range needs, are compromised. The evaluation of teaching, advising, scholarship, and service to the University are by their nature subjective, and final judgments must be made holistically. Fair-minded and reasonable people can disagree. Since the needs of various departments and faculties may differ and may change from time to time, the overall needs of the University as a whole, as determined by the Board of Trustees, shall come first.

Although many of the policies and procedures specified in this document are similar to those recommended by the American Association of University Professors (AAUP) and other similar organizations, the University of Richmond declares that it is not bound by the interpretations given by such external organizations.
In contested tenure cases, candidates shall be given a written summary (which preserves the confidentiality of the letters and statements made by individual faculty colleagues, students and outside experts) of the substance of the information used in making the recommendation at each level.

Also, each

Note: See Appendices - Tenure and Promotion - Policies regarding tenure consideration in each of the schools. In Arts and Sciences, where tenure recommendations originate at the departmental level, the letter from the department chair summarizing the candidate's strengths and weaknesses and the departmental recommendation will, after review by the Dean to be sure it complies with University policies, be shared with the candidate. If the Dean's recommendation to the Provost is negative, it will also be shared in writing with the candidate at the time it is made.

In the Robins School of Business, the tenured members of the department make a recommendation first. Next the Tenure and Promotion Committee, in the case of tenure and/or promotion to associate professor; or the Full Professor Committee, in the case of promotion to full professor, makes a recommendation to the Dean. The committee chair also informs the candidate and department chair of the decision in a timely manner (see details in Appendices). The Dean then reviews the case including all evaluations and recommendations from prior steps; if the Dean's recommendation is negative, the recommendation and explanation are shared in writing with the candidate. The Dean forwards the case to the Provost who then reviews the case for recommendation to the President. Currently, in the T. C. Williams School of Law, a written recommendation is made to the Dean by the faculty Promotion and Tenure Committee. Taking the committee's recommendation into account and summarizing the substance of its evaluation, the Dean makes his or her recommendation in writing to the Provost. The Dean's recommendation, if it is a negative one, is shared in writing with the candidate at that time.

[A section is to be added on tenure and promotion for the Jepson School of Leadership Studies.]
[A section is to be added on promotion for the School of Continuing Studies.]

In the event the President or Provost recommends against tenure where other recommendations leading up to that level have been positive, the recommendation and explanation will be shared in writing with the candidate at the time it is made.

A simpler process is used for consideration of promotion in rank. While recommendations originate at the departmental level in the School of Arts and Sciences, and the Business School, and in the Promotion and Tenure Committee in the Law School, no elaborate file comparable to the tenure file is accumulated. Ordinarily, only positive recommendations go forward to the Dean. Taking such recommendations into account, the Dean may also recommend in favor of promotion to the Provost. Again, only positive recommendations ordinarily go forward. The Provost, in turn, ordinarily makes only positive recommendations to the President.