

TO: Members of the Academic and Research Advancement Committee  
of the Board of Visitors

Toykea S. Jones, Chair  
Kay A. Kemper, Vice Chair  
R. Bruce Bradley (ex-officio)  
P. Murry Pitts (ex-officio)  
Robert A. Broermann  
Brian K. Holland  
E.G. (Rudy) Middleton, III  
Armistead D. Williams, Jr.  
Nina W. Brown (*Faculty Representative*)

FROM: Augustine O. Agho  
Provost

Morris Foster  
Vice President for Research

DATE: June 8, 2023

The purpose of this memorandum is to provide you with background information for our meeting on Thursday, June 15, 2023. The meeting will be held in the Board Room of the Kate and John R. Broderick Dining Commons from 10:00-11:30 a.m.

I. Approval of Minutes of the April 20, 2023, Meeting

The minutes of the April 20, 2023, meeting will be presented for approval as previously distributed.

II. Motion to go into Closed Session

III. Closed Session

The members of the Academic and Research Advancement Committee will receive information related to the items to be discussed in closed session.

IV. Reconvene in Open Session

V. FOIA Certification Motion and Roll-Call Vote on Motion

VI. Motion and Vote on Closed Session Resolutions

VII. Consent Agenda

Included in the consent agenda materials are resolutions recommending 40 faculty appointments and three emeritus/emerita appointments.

VIII. Motion and Vote on Consent Agenda Resolutions

IX. Regular Agenda

Included in the regular agenda materials are proposed revisions to the Board of Visitors policy on Tenure; proposed revisions to the Board of Visitors policy on Promotion in Rank; a proposal to form two academic departments in the School of Public Health; a proposal to form two academic departments in the School of Nursing; proposed reorganization of the Darden College of Education and Professional Studies; proposed policies and procedures relating to faculty appointment, promotion and tenure of Eastern Virginia Medical School (EVMS) faculty; a resolution to endorse the Faculty Senate chairs' recommendation of the cadence for appointment, promotion, and tenure policy review; and a resolution to acknowledge the engagement and cooperation of the Old Dominion University Faculty Senate in support of the integration with EVMS.

X. Motion and Vote on Regular Agenda Items

XI. Information Items

Information items include the Annual Report of Committee Actions and the Report on Promotions in Academic Rank Effective for 2023-24. Provost Agho and Dr. Shanda Jenkins, Coordinator of Faculty Diversity & Retention, will present information on faculty demographics, promotion and tenure, and separation data.

The report from the Vice President for Research will include a presentation by Vice President Foster on Carnegie classification changes.

C: President Brian O. Hemphill  
Ashley Schumaker  
Morris Foster  
Donna Meeks



OLD DOMINION UNIVERSITY  
BOARD OF VISITORS  
ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE  
JUNE 15, 2023  
AGENDA

- I. CALL TO ORDER
- II. APPROVAL OF THE MINUTES OF APRIL 20, 2023
- III. MOTION TO GO INTO CLOSED SESSION
- IV. CLOSED SESSION AGENDA
- V. RECONVENE IN OPEN SESSION
- VI. FOIA CERTIFICATION MOTION AND ROLL-CALL VOTE ON MOTION
- VII. MOTION AND VOTE ON CLOSED SESSION RESOLUTIONS
- VIII. CONSENT AGENDA
  - A. Faculty Appointments
  - B. Emeritus/Emerita Appointments
- IX. MOTION AND VOTE ON CONSENT AGENDA RESOLUTIONS
- X. REGULAR AGENDA
  - A. Proposed Revisions to Board of Visitors Policy on Tenure
  - B. Proposed Revisions to Board of Visitors Policy on Promotion in Rank
  - C. Proposal to Form Two Academic Departments in the Joint School of Public Health
  - D. Proposal to Form Two Academic Departments in the School of Nursing
  - E. Proposed Reorganization of the Darden College of Education and Professional Studies
  - F. Proposed Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of Eastern Virginia Medical School (EVMS) Faculty
  - G. Resolution to Endorse the Faculty Senate Chairs' Recommendation of the Cadence for Appointment, Promotion, and Tenure Policy Review
  - H. Resolution to Acknowledge the Engagement and Cooperation of the Old Dominion University Faculty Senate in Support of the Integration with EVMS
- XI. MOTION AND VOTE ON REGULAR AGENDA ITEMS

## XII. INFORMATION ITEMS

- A. Annual Report of Committee Actions
- B. Report on Promotions in Academic Rank Effective for 2023-24
- C. Report from the Provost
  - 1. Presentation by Provost Agho and Dr. Shanda Jenkins, Coordinator of Faculty Diversity & Retention, on faculty demographics, promotion and tenure, and separation data
- D. Report from the Vice President for Research
  - 1. Vice President Foster will present information on Carnegie classification changes

June 15, 2023

## FACULTY APPOINTMENTS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the following faculty appointments.

<u>Name and Rank</u>	<u>Salary</u>	<u>Effective Date</u>	<u>Term</u>
Ms. Nasreen Muhammad Arif Lecturer Department of Computer Science	\$60,000	7/25/23	10 Mos

Ms. Arif received an M.S. in Computer Science from Old Dominion University and a Bachelor of Science in Computer Engineering from S.S. University of Engineering & Technology. Previously she was a Teaching Assistant in the Department of Computer Science at Old Dominion University.

Dr. Timothy Ryan Baltrip Clinical Assistant Professor Department of Marketing	\$105,000	7/25/23	10 mos
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Dr. Baltrip received a Ph.D. in Higher Education Administration from the University of South Florida, a Master's degree with an emphasis in Communication and a Master of Divinity from Southern Seminary, and a Bachelor of Arts from Carson-Newman University. Previously he was Dean of the College of Professional Studies, Chair of Business Administration, and Associate Professor of Management and Marketing at Carson-Newman University.

Dr. James E. Bartlett, II Associate Professor Department of Educational Foundations and Leadership	\$110,000	7/25/23	10 mos
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Dr. Bartlett received a Ph.D. in Vocational Education from Louisiana State University and an M.Ed. and B.S. in Business Education from Indiana University of Pennsylvania. Previously he was Associate Professor of Postsecondary and Career Education and Director of Community College and Career Education Program at North Carolina State University and Executive Director of the Association for Career and Technical Education Research. (new position)

Dr. Michelle E. Bartlett Assistant Professor Department of Educational Foundations and Leadership Tenure Track	\$75,000	7/25/23	10 mos
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Dr. Bartlett received a Ph.D. in Higher Education Leadership from Clemson University, an M.S. in Human Resource Education from the University of Louisville, and a B.B.A. in Business Administration from American Intercontinental University. Previously she was a Provost Faculty Fellow and a Faculty Lead, Raleigh Doctoral Cohort at NC State University. (new position)

Dr. Logan E. Beaver Assistant Professor Department of Mechanical and Aerospace Engineering Tenure Track	\$92,000	7/25/23	10 mos
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Dr. Beaver received a Ph.D. in Mechanical Engineering from the University of Delaware, an M.S. in Mechanical Engineering from Marquette University and a B.S. in Mechanical Engineering from Milwaukee School of Engineering. Previously he was a Postdoctoral Associate in the Division of Systems Engineering at Boston University.

Dr. Arkaitz Rodas Bilbao Assistant Professor Department of Physics Tenure Track	\$105,00	12/25/23	12 mos
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Dr. Bilbao received a Ph.D. in High Energy Physics-Phenomenology and an M.S. in Theoretical Physics from Complutense University, Spain and a B.S. in Physics from the University of the Basque Country, Spain. Previously he had a Nathan Isgur Fellowship in the Center for Theoretical and Computational Physics at Jefferson Lab.

Dr. Kathleen S. Boone Lecturer Engineering Fundamentals Division	\$72,000	7/25/23	10 mos
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Dr. Boone received a Ph.D. in Civil and Environmental Engineering from the University of Delaware, an M.S. in Environmental Engineering from North Carolina State University and a B.S. in Chemical Engineering from Virginia Polytechnic Institute and State University. Previously she was an Adjunct Professor in the Department of Civil and Environmental Engineering at Old Dominion University and a Research Engineer on a joint project between the University of Delaware and ExxonMobil.

Mr. Jonathan Colen	\$140,000	11/10/23	12 mos
Research Assistant Professor Joint Institute for Advanced Computing in Health and Climate Studies			

Mr. Colen received a Master's in Physics and is expected to receive a Ph.D. in Physics from the University of Chicago and a B.S. in Computer Science, Physics from the University of Virginia. Previously he was a Graduate Research Assistant and Teaching Assistant at the University of Chicago. (Rank is contingent upon completion of Ph.D. requirements by November 2023)

Dr. Lisa G. Cordero	\$127,411	6/10/23	12 mos
Clinical Assistant Professor School of Nursing			

Dr. Cordero received a Doctor of Nursing Practice from Old Dominion University, a Master of Science in Nursing from Virginia Commonwealth University and a Bachelor of Science in Nursing from the University of Virginia. Previously she was an Adjunct Nursing Faculty member at Regent University and a Nurse Practitioner at Sewell's Point Branch Health Clinic. (\$3,500 stipend provided for serving as Family Nurse Practitioner Track Coordinator)

Dr. William Bryce Corlett	\$120,000	7/10/23	12 mos
Research Assistant Professor Institute for Coastal Adaptation and Resilience			

Dr. Corlett received a Ph.D. in Physical Oceanography from the Massachusetts Institute of Technology, an M.S. in Coastal Engineering from the University of Southampton, UK, and a B.S.C.E. in Civil Engineering and a B.S. in Ocean and Earth Science from Old Dominion University. Previously he was a Research Scientist and Coastal Engineer at Moffatt & Nichol, Costa Mesa, California. (new position)

Dr. Laura Costadone	\$90,000	8/25/23	12 mos
Research Assistant Professor Institute for Coastal Adaptation and Resilience			

Dr. Costadone received a Ph.D. in Earth, Environment and Society from Portland State University, an M.S. in Plant Pathology from Washington State University and a B.S. and M.S. in Agricultural and Environmental Science from the University of Turin, Italy. Previously she was a Senior Researcher at Finnish Environment Institute, Finland. (new position)

Dr. Zachary F. Deak	\$64,000	7/25/23	10 mos
Assistant Professor F. Ludwig Diehn School of Music Tenure Track			

Dr. Deak received a Doctor of Musical Arts degree in Piano Performance from the University of Southern California Thornton School of Music, a Masters degree in Piano







Dr. Mahmud Hasan Lecturer Department of Interdisciplinary Studies	\$85,000	7/25/23	12 mos
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Dr. Hasan received a Ph.D. in Computational Modeling and Simulation Engineering from Old Dominion University and an M.S. and B.S. in Applied Physics, Electronics and Communication Engineering from the University of Dhaka, Bangladesh. Previously he was an Instructor of Game Programming at Southern New Hampshire University.

Mr. Nathan Q. Holland Lecturer Engineering Fundamentals Division	\$70,000	7/25/23	10 mos
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Mr. Holland received a Master of Engineering in Acoustics from the Pennsylvania State University, a B.S. in Mechanical Engineering from Rochester Institute of Technology and is pursuing a Ph.D. in Mechanical Engineering at Old Dominion University. Previously he was a Lead Graduate Teaching Assistant at Old Dominion University.

Dr. Emily E. Horvath Clinical Assistant Professor School of Nursing	\$106,500	6/10/23	12 mos
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Dr. Horvath received a Doctor of Nursing Practice and Master of Science in Nursing, Family Nurse Practitioner from Old Dominion University and a Bachelor of Science in Nursing from the University of Texas at Arlington. Previously she was a Clinical Assistant Professor in the School of Nursing and a Nurse Practitioner, Community Cares at Old Dominion University.

Dr. Szilvia Kadas Assistant Professor Department of Art Tenure Track	\$65,000	7/25/23	10 mos
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Dr. Kadas received a Ph.D. in Human and Community Development and an M.A. in Art History from West Virginia University, an M.F.A. in Graphic Design from the University of Arkansas and a B.DES. in Visual Communication from Bezalel Academy of Arts and Design, Israel. Previously she was Assistant Professor of Graphic Design and Digital Media at the State University of New York, Cortland.

Dr. Shirel R. Kahane-Rapport Assistant Professor Department of Biological Sciences Tenure Track	\$87,000	12/25/23	10 mos
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Dr. Kahane-Rapport received a Ph.D. in Biology from Stanford University and a B.Sc. in Marine and Freshwater Biology from the University of Guelph, Canada. Previously she was a Postdoctoral Research Fellow in Biology, National Science Foundation, at California State University, Fullerton.

Dr. Barbara J. Kraj Associate Professor (Tenured) Dean's Office, College of Health Sciences	\$157,000	7/25/23	12 mos
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Dr. Kraj received a Ph.D. in Health Related Sciences from Virginia Commonwealth University and an M.S. in Biology from the University of Silesia. Previously she was Associate Professor and Medical Laboratory Science Program Director at Old Dominion University. (designated as Associate Dean of Education & Innovation, College of Health Sciences)

Dr. Maria A. Kronenburg Clinical Associate Professor School of Community and Environmental Health	\$95,000	7/25/23	10 mos
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Dr. Kronenburg received a Ph.D. in Urban Services/Health Services Concentration and an M.B.A. from Old Dominion University and a B.S. in Mathematics from the College of William and Mary. Previously she was Assistant Professor of Healthcare Management at the University of Virginia/Site Director TCC-UVA extension and Program Administrator of Health Sciences Management programs-UVA School of Continuing and Professional Studies.

Ms. Tabitha L. Lumpkin Lecturer School of Nursing	\$73,400	7/25/23	10 mos
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Ms. Lumpkin received an M.S.N. and a B.S.N. from Walden University. Previously she was a Clinical Adjunct Instructor at Rappahannock Community College and a Travel Registered Nurse for AYA Healthcare at the University of Virginia Pediatric Intensive Care Unit.

Dr. Moises O. Mina, Jr. Visiting Assistant Professor Department of Sociology and Criminal Justice	\$52,000	7/25/23	10 mos
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Dr. Mina received a Ph.D. in Criminology and an M.A. in Applied Sociology from Old Dominion University and a B.A. in Sociology from Saint Leo University. Previously he was an Adjunct Faculty member in the Department of Sociology and Criminal Justice at Old Dominion University.

Dr. Hyoshin (John) Park Associate Professor Department of Engineering Management & Systems Engineering Tenure Track	\$110,000	7/25/23	10 mos
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Dr. Park received a Ph.D. in Civil and Environmental Engineering from the University of Maryland and an M.S. in Transportation Engineering, a B.S. in Urban Planning and Engineering and a B.S. in Physics from Yonsei University. Previously he was an Assistant Professor in the Department of Computational Data Science and Engineering at North Carolina Agricultural and Technical State University.





June 15, 2023

## EMERITUS/EMERITA APPOINTMENTS

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the title of emeritus/emerita for the following faculty members and faculty administrators. A summary of their accomplishments is included.

<u>Name and Rank</u>	<u>Effective Date</u>
Mona Danner Professor Emerita of Sociology and Criminal Justice	August 1, 2023
Robert A. Gable Eminent Scholar Emeritus and Professor Emeritus of Communication Disorders and Special Education	June 1, 2023
Emilia Oleszak Associate Professor Emerita of Biological Sciences	June 1, 2023

### MONA J.E. DANNER

Mona J.E. Danner earned a BA in Psychology and Administration of Justice from University of Missouri-Kansas City, an MA in Criminology and Corrections from Sam Houston State University, and a PhD in Sociology: Justice from American University. She joined Old Dominion as an Assistant Professor of Sociology and Criminal Justice in 1993 and achieved the rank of Professor in 2007. In addition to being Department Chair, Danner has been Graduate Program Director three times of two different programs, Associate Dean of the College of Arts & Letters, and led the development of ODU's 2012 Quality Enhancement Plan required for university accreditation. She is the recipient of the College of Arts & Letters Outstanding Service to College Award 2023, College of Arts & Letters Senior Scholar Lecturer 2023, Provost's Award for Faculty Mentorship 2022, Champion of Diversity Award 2011, University Women's Caucus Outstanding Contributions to Women and Women's Issues 2004, and the Women's Studies Junior Faculty Lecturer 1995.

Danner's research and teaching focuses on the distribution of socially valued resources – the things that count – to different categories of people (by gender, race, and class) across social institutions (including education; housing; health and health care; crime, victimization, and

punishment), and the ways that the social structure influences social interactions and individual behavior. She served on 44 dissertation and thesis committees.

In addition to one book and more than 35 scholarly journal articles, several of which have been reprinted repeatedly, Danner has published op-eds, been featured in television and radio interviews, and been quoted by the popular print media more than 30 times. She has presented at conferences throughout the U.S., in Europe, Latin America, Australia, and at the NGO Forum held in conjunction with the 1995 United Nations Conference on Women in Beijing, China. A reviewer for numerous scholarly journals, she has served as associate editor or on the editorial board of four journals, and as a reviewer for NIJ and NSF grants and for departmental and graduate programs. Danner regularly conducts workshops on equity, diversity, inclusion, and belonging, microaggressions and microinterventions, issues for women in the academy and on the process of negotiating academic contracts and life and serves as a coach and mentor.

## ROBERT GABLE

Robert “Bob” Gable earned a BS in Art Education from Kutztown State University followed by an MS in Special Education from Marywood College and both an EdS and PhD in Special Education from Vanderbilt University. He began his career as a special education teacher, then administrator, at three different alternative educational settings before becoming faculty in teacher preparation programs at Vanderbilt University, the University of Pittsburgh, and Old Dominion University (ODU). Gable joined ODU as an Associate Professor of Special Education in 1984, achieved the rank of professor in 1990, and was designated an Eminent Scholar in 1994. Furthermore, he earned the designation of Constance F. and Colgate W. Darden Professor in 2002.

In his 45 years as faculty in teacher preparation, Gable taught thousands of students in topics related to functional behavior assessment and behavior intervention, and he has published over 300 peer-referred journal articles, monographs, book chapters, and edited textbooks. He co-founded, and is the co-director of, the Center for the Implementation and Evaluation of Education Systems (CIEES). Through his extensive grant work, both singly and with colleagues, Gable has secured over \$60 million dollars of external funding from regional research centers, private foundations, and state and federal agencies.

Gable has served as President of the Council for Children with Behavioral Disorders and on the Executive Board of the International Association of Special Education and Services. He received a Senior Fulbright Scholarship and taught undergraduate courses in special education at Hanoi National University of Education, Hanoi, Vietnam. Gable has earned over two dozen professional awards at the university, state, national, and international level, including the Alan Rufus Tonelson Distinguished Faculty Award at ODU, the Christa McAuliffe Award for Excellence in Teacher Education from the American Association of State Colleges and Universities, both the Outstanding Leadership Award and the Lifetime Leadership Award from the Council for Children with Behavioral Disorders, and the 2023 Romaine P Mackie Award from the Council for Exceptional Children, Division of Leaders and Legacy.



## EMILIA OLESZAK

Emilia Oleszak joined the Department of Biological Sciences at Old Dominion University as an Associate Professor in 2007. She received an MS/BS degree in Pharmacy from the Medical School of Wroclaw, Division of Pharmacy, Wroclaw, Poland and a PhD in Virology from the Hirszfeld Institute of Immunology and Experimental Therapy, Polish Academy of Sciences, Wroclaw, Poland. Prior to joining Old Dominion University, she was a tenured Associate Professor of Anatomy and Cell Biology at the Fels Institute for Cancer Research and Molecular Biology, Temple University School of Medicine. Oleszak also held positions at the University of Texas Medical School in Houston, University of Texas Health Science Center in Houston, Yale University School of Medicine, and the Memorial Sloan-Kettering Cancer Center in New York City.

Oleszak has made a number of important research discoveries. She demonstrated the competing actions of growth factors and interferons. Also, she demonstrated the transforming properties of Creutzfeldt-Jacob disease brain tissue. Oleszak investigated the immunopathogenesis of Multiple Sclerosis and the molecular basis of virally induced demyelinating diseases. She also studied T cells in chronic inflammation and T-cell antigen receptors. She has published extensively in the literature and has presented her work in many scientific meetings.

Oleszak has been awarded approximately \$4.5 million in research and training grant support as principal investigator/co-principal investigator/co-investigator/training grant preceptor from the National Institutes of Health (NIH), the National Multiple Sclerosis Society, the Stanley Foundation, The Texas Higher Education Coordination Board, the Commonwealth of Pennsylvania, the Eleanor Naylor Dana Charitable Trust, industry, and others.

Oleszak was the PhD thesis advisor/co-advisor of seven PhD students (all graduated) and two MS students and has trained seven postdoctoral fellows and other scientists. Most of them hold faculty positions and have independent research programs in the U.S. and abroad. She has served on NIH Study Sections and on Editorial Boards. Oleszak has received several Shining Star awards at ODU, and she was awarded the prestigious Commonwealth Fellowship while at Yale University School of Medicine.

June 15, 2023

## PROPOSED REVISIONS TO THE POLICY ON TENURE

The proposed revisions to the policy on Tenure clarify that part-time associate and assistant deans are not eligible to attend or participate in the deliberation of the departmental, college, and University Promotion and Tenure Committees regarding candidates for tenure.

The proposed revisions will be reviewed by the Governance Committee and presented to the Board for approval at its meeting in September.

**NUMBER:** 1411

**TITLE:** Tenure

**APPROVED:** June 12, 1980; Revised February 24, 1984; Revised November 19, 1987; Revised December 13, 1988; Revised September 27, 1990; Revised April 9, 1998; Revised December 10, 1998; Revised April 12, 2002; Revised April 11, 2003; Revised June 14, 2005; Revised September 9, 2005; Revised September 22, 2006; Revised June 15, 2007; Revised December 7, 2007; Revised September 17, 2009; Revised April 8, 2010; Revised April 4, 2012 (eff. 5/1/12); Revised June 14, 2012; Revised September 26, 2013; Revised April 24, 2014 (eff. 7/1/14); Revised September 18, 2014; Revised April 23, 2015 (eff. 6/1/15); Revised June 9, 2016 (eff. 7/1/16); Revised June 14, 2018 (eff. 7/1/18); Revised June 13, 2019 (eff. 7/1/19); Revised June 18, 2020 (eff. 7/1/20); Revised June 17, 2021 (eff. 7/1/21)

**SCHEDULED REVIEW DATE:** June 2026

I. Purpose of Tenure

The main purposes of tenure are to protect academic freedom and to enable the University to attract and retain a permanent faculty of distinction in order to accomplish its mission. For these reasons, tenure is usually awarded only after a suitable probationary period, and the decision to award tenure is based both on the merit of the individual faculty member and on the long-term needs and mission of the department, the college, and the University.

II. Eligibility for Tenure

- A. Only faculty members who hold the ranks of assistant professor, associate professor, or full professor are eligible to be considered for tenure. Assistant professors will be awarded tenure only if they are simultaneously being promoted to the rank of associate professor.
- B. Faculty members may be considered for tenure only once.
- C. Under certain circumstances administrative faculty holding rank in a department at the assistant professor (if promotion to the rank of associate professor is being simultaneously considered), associate professor, or full professor level may be considered for tenure, as specified by the Board of Visitors policy concerning administrative faculty.

- D. Since tenure is granted as a faculty member in an academic department or program, the award of tenure does not imply continuance in any full-time or part-time administrative position, nor does it imply continuance of any specific work assignment within or outside the department in which tenure is granted.

### III. Probationary Period

- A. The probationary period begins with the initial full-time, tenure-track appointment at Old Dominion University at the rank of instructor, assistant professor, associate professor, or full professor; only time spent in a tenure-track position at one of these ranks is counted as part of the probationary period.

Subject to agreement by the University and the faculty member, any academic year in which a faculty member was on a full-time tenure-track appointment in one of these ranks for at least one semester, may be counted as one year of the probationary period.

- B. The following do not count as part of the probationary period:

1. Time in the rank of assistant instructor, lecturer, master or senior lecturer, faculty of practice, clinical faculty, artist-in-residence, performer-in-residence, writer-in-residence, research professor, research associate professor, research assistant professor, research associate, or any part-time position.
  2. Time in appointment as an administrator, that is, in a position designated as a teaching/research administrative position or as a classified position in the state personnel system. (Time spent in a teaching and research faculty position as defined in the state personnel system will count as part of the probationary period, even if administrative responsibilities are assigned as part of that position; normally, departmental administrative positions such as chair or assistant chair will thus count as part of the probationary period.)
  3. Time in a position that involves no teaching of credit courses, for example as a teacher of children or a therapist in the Children's Learning and Research Center or as a teacher of exclusively noncredit course work.
  4. Time spent on leave of absence.
  5. Time spent on faculty exchanges (including nationally competitive fellowships) if the faculty member so chooses.
- C. A period of time, not to exceed one year<sup>1</sup>, may be excluded from the probationary period, upon the approval of the provost and vice president for academic affairs subject to the following conditions.
    1. That the faculty member submits a request in writing to the department chair. The department chair and the dean shall forward the request with a recommendation to the provost and vice president for academic affairs.

2. The request must be the result of the occurrence of a serious event. A “serious event” is defined as a life-altering situation which requires the faculty member to devote a significant fraction of each day to alleviate the impact of the event for a period greater than six weeks and less than one year. These events may include the birth of a child, adoption of a child under the age of six years, serious personal illness or care of an immediate family member, such as a parent, stepparent, child, spouse, or domestic partner.
  3. The faculty member shall provide documentation to justify the time requested and the seriousness of the event.
  4. The request shall be made no later than one year from the first day of the serious event.
  5. The faculty member must have been adequately performing the duties assigned prior to the first day of the serious event.
  6. Faculty who are awarded this exclusion shall have no requirements or expectations beyond those of any probationary faculty member.
  7. Work accomplished during the excluded period may be cited in the tenure case.
  8. Requests for exclusion may be made at any time during each academic year. No request shall be made after the application for tenure has been submitted.
  9. Decisions will be made within 60 days of the receipt of the faculty member’s request by the department chair.
  10. The decision of the provost and vice president for academic affairs is final.
- D. The maximum total period for full-time probationary appointments (excluding periods not counted, see section III.B.) is six years, unless an approved extension is granted (see section III.C.). If the tenure decision is negative, a one-year terminal appointment is offered.
- E. The length of the probationary period may be reduced in any of the following instances:
1. A faculty member initially appointed to the rank of full professor may be considered for tenure in the second year of service and would be notified of a tenure decision according to the schedule in the Teaching and Research Faculty Handbook; if tenure is awarded, a tenure contract will be offered for a third year of service. In addition, the probationary period for a full professor may be eliminated, and an initial tenure appointment may be recommended to the Board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should

be rarely used. (Please refer to the policy on Initial Appointment of Teaching and Research Faculty for additional information on an initial appointment with tenure.)

2. A faculty member initially appointed to the rank of associate professor may be considered for tenure in the fourth year of service and would be notified of a tenure decision according to the schedule in the Teaching and Research Faculty Handbook. If tenure is approved, a tenure contract will be offered for the fifth year. In addition, the probationary period for an associate professor may be eliminated, and an initial tenure appointment may be recommended to the board if such an appointment has been requested by the chair, voted on by the departmental tenure committee, the college promotion and tenure committee, the University Promotion and Tenure Committee and approved in writing by the dean, the provost and vice president for academic affairs, and the president. It is the sense of the Board of Visitors that the procedure of eliminating the probationary period for tenure should be rarely used.
3. A faculty member may apply for early consideration for tenure, if the faculty member believes that he or she has met or exceeded the expectations of quantity and quality of achievements for teaching, scholarship, research, and service needed to qualify for tenure before the end of the normal probationary time period. The criteria for the award of tenure for such faculty will be the same as those who apply after the normal probationary time period, i.e., the total body of work must be equivalent to that expected after a normal probationary period. A faculty member who applies for early consideration for tenure and is denied tenure will be offered a terminal contract for the ensuing year. It is the sense of the Board of Visitors that only demonstrably exceptional faculty or faculty with equivalent experience at a commensurate rank at another accredited institution of higher education or national institutions will be awarded tenure under this clause. Demonstrably exceptional is defined as meeting or exceeding expectations for quantity and quality of achievements for teaching, scholarship, research, and service needed to qualify for tenure prior to the conclusion of the normal probationary period. Any faculty member considering an application for early consideration for tenure should first elicit feedback on this plan from the department chair, the dean, the provost and vice president for academic affairs, and the chair of the departmental Tenure Committee, in particular, in a case where no pre-tenure review has occurred yet.
4. A faculty member who applies for tenure before the end of the standard probationary period cannot withdraw from the tenure process after the provost and vice president for academic affairs has approved the final list of external reviewers (Section V.C.2.).

#### IV. Criteria for the Award of Tenure

- A. The following criteria are used in the evaluation of every candidate for tenure. Each faculty committee and administrator considering a tenure case must specifically address each of these criteria as they apply to that case in the written recommendations that are submitted up the line to the provost and vice president for academic affairs.

Committee votes must be recorded in the recommendations. In cases in which a vote is not unanimous, reasons for negative votes must be included.

B. Criteria to be used are as follows:

1. Since tenure may be awarded only to faculty members who hold the rank of associate or full professor or who are being simultaneously appointed to one of those ranks, any faculty member awarded tenure must meet the minimum requirements for the rank of associate professor.
2. Merit - Merit of the faculty member in teaching, research and service over the entire probationary period and the contributions made by the faculty member in these areas to the University. Scholarly and teaching activity up to six years before the tenure decision should be considered, which can include activity at another accredited institution of higher education or national research institutions. (For definition of teaching, research, and service and a discussion of methods of evaluation, see policies and procedures concerning evaluation of faculty members, evaluation of teaching, evaluation of scholarly activity and research, and evaluation of service.) In addition to information supplied by faculty information sheets, the chair's evaluation and other material presented by the department, an opportunity shall be made available for the faculty member to provide in writing any other material in support of the tenure candidacy. It is the responsibility of the department chair and the departmental promotion and tenure committee to provide an assessment of the quality of the publications for the faculty being considered for tenure. It is the responsibility of the faculty member to ensure that all information submitted by him or her in support of tenure is factually accurate and valid, and to provide corroborating evidence (e.g., web links, complete citations, grant numbers, etc.) for all claimed accomplishments. The evidence should address the quality of the journals and the reputation of book and other such publishers. Fraudulent or non-valid claims can lead to faculty sanctions, including denial of tenure. The department chair should work with tenure candidates to ensure the completeness and accuracy of their portfolios. The department chair and the department promotion and tenure committee as a part of the regular review process should verify the accuracy of portfolio elements that are central to the tenure case. Should concerns be raised about the validity of a candidates' claims by external or internal reviewers, it is the chair's responsibility to verify those claims. The tenure process will be paused while the chair verifies those claims. In case of material developments, additional documentation may be added to the portfolio before the conclusion of the evaluation process with the concurrence of the department chair and dean.

External evaluation of the quality of the faculty member's research performance will be required from nationally recognized experts in the faculty member's field. Candidates for tenure are responsible for the preparation of the research portfolio and curriculum vitae to be sent to external reviewers. Candidates for tenure should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.

- a. A curriculum vita will be required of each external reviewer. Each reviewer will be asked to describe any personal or professional relationship with the candidate. It is the responsibility of the chair to include a curriculum vitae of each reviewer. For tenure of department chairs, the responsibility belongs to the dean.
  - b. External reviewers will be asked to evaluate all submitted material mailed to them based on the department's approved criteria for the evaluation of scholarly activity and research. In the case of the arts, reviewers may be asked to consider works of art or performances. External reviewers will be asked to evaluate: a) the quality of the scholarship or creative work under review; and b) the scholarly reputation (regional, national, international) of the candidate.
  - c. All candidates for tenure and promotion will be required to have their scholarship evaluated by no fewer than four external reviewers. If fewer than four reviews are received, the chair will choose additional reviewers alternately from the lists of the department promotion and tenure committee and of the candidates.
3. The determined long-term needs of the department, college, and University, including at least the following:
    - a. The long-term enrollment of the department.
    - b. The need for an additional specialist in the faculty member's area of specialization as a permanent member of the department in terms of the mission of the department, the college, and the university.
    - c. The tenure structure of the department. (Although no maximum percentage of faculty members on tenure is established, all committees and administrators considering tenure must take into account the need for flexibility in course offerings and the desirability of a tenure structure that will allow openings for new tenured faculty members in the ensuing decades so that new areas of specialization and new needs can be met. The position of other nontenured faculty members in the department, anticipated retirements, or other known departures, and projected new programs or changes in directions must be considered.)
  4. No person can be awarded tenure unless convincing evidence is provided of effective teaching.
  5. No faculty member can be awarded tenure unless convincing evidence is provided of successful performance in scholarly activity and research, as judged by the department's approved criteria for the evaluation of scholarly activity and research. It is the faculty member's responsibility to include these criteria in the research portfolio submitted to external reviewers and in the data file submitted internally. If these criteria changed during the faculty member's probationary period, he or she can choose which version to submit. All evaluations of the faculty member's



research and scholarly activity, at every stage of the tenure process, should be guided by these criteria.

V. Procedures for Tenure Consideration<sup>2</sup>

- A. The provost and vice president for academic affairs, fifteen months prior to the date for giving notification of the tenure decision, shall formally advise the professor that the limit of the probationary period is approaching, and explain what procedures should be followed by those wishing to be considered for tenure.
- B. The initial steps of the review process are normally conducted by the chair of the department or unit with which the candidate for tenure is affiliated, assuming the chair has tenure. If the chair is not tenured, he or she may not be involved in any aspect of the tenure decision. In that case, the dean of the college housing the department should appoint a tenured member of the department in question to act in the chair's stead. This faculty member shall not take part in any deliberations or votes of the departmental, college or University tenure committee. If the candidate for tenure is the chair of a department, the dean shall conduct the initial steps of the review process but will not write a separate recommendation at the departmental level.
- C. External review process
  1. The responsibility for initiating the external review, securing the reviewers, and forwarding complete review files to the dean, provost and vice president for academic affairs, and the University Promotion and Tenure Committee belongs to the department chair or his/her replacement if the chair is not tenured (see section V.B.).
  2. External reviewers with academic positions will hold the same rank or higher than the promotion rank for which the faculty member is being considered; exceptions should be justified by the dean. The department tenure and promotion committee and the candidate will prepare separate lists of potential reviewers. The candidate will review both lists and will document personal and professional relationships with all potential reviewers, including potential conflicts of interest. This documentation will become part of the tenure file. The chair (or replacement, see section V.B.) will select three reviewers from the candidate's list and three reviewers from the department tenure and promotion committee's list; the chair (or replacement, see section V.B.) will provide this list of reviewers to the dean. The dean will submit an agreed upon list to the provost and vice president for academic affairs for final approval prior to initiating the review process. The final list of external reviewers, together with the documentation of personal and professional relationships by the candidate (as outlined above), should be included as part of the application package for all internal reviewers. External reviewers should not be close collaborators or (former) mentors of the candidate. In general, co-authors on publications should be excluded as external reviewers, except as permissible under the departmental statement on evaluation of research (see the Policy on the Evaluation of Scholarly Activity and Research). The selection of potential external

reviewers must be completed before the end of the semester prior to the submission of credentials for tenure.

3. External reviews will be confidential; reviewers will be so advised. Requests for exception to the confidentiality of external reviews should be made directly to the provost and vice president for academic affairs before the reviewers are asked to submit evaluations. If an exception is approved, candidates for tenure will be allowed access to the substance of external reviews, but the authorship of specific external reviews and other identifying information contained therein will remain confidential. All external reviewers will receive a standard letter sent by the chair (or replacement, see section V.B.) but prepared by the provost and vice president for academic affairs in consultation with the deans and a copy of the policy on external reviews so their responsibilities will be clear.
  4. The University and college administration will assist departments where reasonable expenses are necessary to obtain appropriate external reviews.
- D. Initial consideration of tenure cases is conducted by the tenured faculty of the department.
1. The tenured faculty of a department may determine that a tenure committee of a specified size will be selected from their membership to conduct the tenure deliberations and make recommendations to the chair (or replacement, see section V.B.). In this case, the entire full-time department faculty will elect the committee. It is the responsibility of this committee to determine the opinions of tenured members of the department not serving on the committee.
  2. In departments where fewer than three members are tenured, the dean, in consultation with the chair (or replacement, see section V.B.), will appoint enough additional tenured faculty members to form a committee of at least three members.
  3. Candidates for tenure should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.
  4. The tenured faculty of the department, or the members of the tenure committee, elect a chair of the committee among their members. It is the responsibility of that chair to direct the committee members to consider and apply the relevant sections in the Teaching and Research Faculty Handbook and the departmental statement on research evaluation in their comments and votes.
  5. No dean, full- or part-time associate dean, or assistant dean, or other full-time administrator or department chair (or replacement, see section V.B.) shall attend or participate in the deliberation of the departmental, college, University Promotion and Tenure Committee, or the tenured faculty of the department serving as a group to consider tenure, except in those cases when such committees or groups may, at their discretion, request administrators or chairs to answer specific questions

concerning tenure cases. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.

6. The college committee shall consist of one tenured faculty member from each department in the college. All members of college promotion and tenure committees shall be elected directly by the faculties they represent for a one-year term renewable twice for a total of three years. This member shall be chosen by majority vote of all full-time, tenure-track teaching and research faculty members of the department, present and voting, by secret ballot before April 15 of each year for the ensuing year. Every reasonable effort should be made to ensure that there are at least three full professors on the college committee. No person shall serve on a college promotion and tenure committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. The representative from a tenure candidate's department will participate in deliberations in the candidate's case but will not cast a vote.
7. The University Promotion and Tenure Committee shall consist of one tenured full professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair.<sup>3</sup> No person shall serve on the University Promotion and Tenure Committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. The representative from a tenure candidate's college will participate in deliberations in the candidate's case but will not cast a vote.
8. Any committee member who participates in the tenure process votes at most only once on any particular case.
9. In order to ensure transparency, fairness, and equity in the internal review process, a faculty member or administrator who participates in the tenure process must disclose any potential conflict of interest that might undermine the credibility of the process. The chair of the department (or replacement, see section V.B.) will work in consultation with the dean of the college to decide whether the person should be excluded from serving on the review committee.
10. The faculty member under consideration is informed whenever a committee is considering tenure and is given an opportunity to submit a statement (in electronic form) to the Provost's Office in support of their tenure case, or to correct any factual misinformation in previous recommendations. The Provost's Office will add such statements to the candidate's file.
11. In case of material new accomplishments before the conclusion of the evaluation process, additional documentation may be added to the portfolio with the concurrence of the dean. Such additional material must be clearly marked as such and dated at the time of addition to the tenure file by the Provost's Office. If such additional documentation is considered, this must be clearly documented in the

recommendation letters by the committee or individual (e.g. dean) who first see this new material.

- E. The committee or group of tenured faculty makes its recommendations to the chair (or replacement, see section V.B.) together with reasons for the recommendation (including a minority statement in the case of a non-unanimous vote). All committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. The chair of the committee shall record the names of all members participating in the discussion and voting in the recommendation letter, as well as the total number of votes in favor and against. Only those faculty present as the candidate is being interviewed during the deliberations can participate in drafting or approving the letter. In instances of a non-unanimous vote, the minority opinion must be included in the committee recommendation and the minority must be given the option to write a minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee. Considering this recommendation, the department chair (or replacement, unless the dean is acting in the chair's stead, see section V.B.) makes an additional evaluation and recommendation concerning tenure. A copy of that review and recommendation letter will be sent to the faculty member and the dean by the chair of the department.
  
- F. If either the tenured faculty (or their committee), or the chair (or replacement, see section V.B.), or both recommend tenure, the credentials of the faculty member together with the recommendations of the tenured faculty (or their committee) and the chair (or replacement, see section V.B.) are forwarded to the tenure committee of the college, which examines the facts and the recommendations and makes a recommendation to the dean. All eligible committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's tenure application are defined in section V.D.4. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee.
  
- G. If neither the departmental committee nor the chair (or replacement, see section V.B.) recommends tenure for the faculty member, tenure is not granted in the ensuing year. The faculty member is given a terminal contract for the ensuing year unless a further review is requested.

If the faculty member requests further review, all materials, including departmental and chair evaluations and recommendations are forwarded to the college tenure committee, which makes a separate recommendation to the dean. All committee members should vote yes or no through a secret ballot. In instances of a non-unanimous vote, the minority opinion must be included in the committee recommendation and the minority

must be given the option to write the minority opinion. The dean then makes a decision concerning tenure and informs the faculty member.

If either the decision of the college committee or that of the dean is positive, the faculty member's case is considered in accordance with the procedures in the following paragraphs. If both decisions are negative, the faculty member may request, within two weeks, a further review by the provost and vice president for academic affairs, who makes a final determination concerning further consideration of tenure.

- H. The dean of the college examines the facts and all previous recommendations and makes a recommendation concerning tenure, which is forwarded to the provost and vice president for academic affairs, with a copy to the faculty member.
- I. The University Promotion and Tenure Committee, consisting of one tenured full professor from each of the major degree-granting academic colleges, examines the facts and all previous recommendations and documentation and makes a recommendation (with reasons) concerning tenure, which is forwarded to the provost and vice president for academic affairs. All eligible committee members shall vote yes or no through a secret ballot, after participating (either in person or remotely) in the deliberation of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's tenure application are defined in section V.D.5. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. The Office of the Provost will provide a copy of the recommendation letter to the dean of the college, the department chair and the faculty member.
- J. The provost and vice president for academic affairs, after examining all submitted documents and consulting with appropriate staff members, makes a determination concerning tenure for the faculty member. If the recommendations from all committees and administrators previously acting on the case have not all been the same, or if the provost and vice president for academic affairs disagrees with the recommendations that have been the same, then the provost and vice president for academic affairs shall consult with the University Promotion and Tenure Committee and with the chair (if tenured) and dean concerned.
- K. If the determination of the provost and vice president for academic affairs is in favor of tenure, the provost and vice president for academic affairs forwards the faculty member's name to the president for presentation to the Board of Visitors as a candidate for tenure. The Board of Visitors will act on the case according to the schedule in the Teaching and Research Faculty Handbook of the year in which it is being taken up. Upon approval of the Board of Visitors, the faculty member is offered a tenure contract for the coming year.
- L. If the determination of the provost and vice president for academic affairs is against tenure, the faculty member is notified according to the schedule in the Teaching and

Research Faculty Handbook that a terminal contract will be offered for the ensuing year.

- M. The faculty member may request, within two weeks, that the president review a negative decision of the provost and vice president for academic affairs. The president should make a decision on the review within one month. If the president upholds the decision of the provost and vice president for academic affairs, the faculty member may request a further review by the Board of Visitors or its designated committee within two weeks. (Refer to the policy on Communications with the Board of Visitors for procedural information.) The decision of the Board of Visitors or its designated committee is final.
- N. Copies of the recommendation by all committees, chairs, deans, and the provost shall be provided to the faculty member being considered for tenure. The faculty member will be provided opportunity to correct any factual misinformation in such recommendations by placing a letter in his or her tenure file at any stage, or up until March 1 to the Provost (November 22 for faculty hired mid-year).
- O. The above procedures at the departmental and college level may be suitably adapted for faculty members who hold interdisciplinary or interdepartmental appointments. The adapted procedures should be recommended by the promotion and tenure committee of the college or colleges involved and approved by the dean or deans and the provost and vice president for academic affairs. Procedures above the college level will be the same as designated above in all cases.

## VI. Pre-Tenure Review

- A. The concept of a major review of faculty performance is intended to serve the purpose of giving the faculty member a clear indication of progress toward tenure and to offer constructive suggestions for self-improvement.
- B. Non-tenured faculty members, without prior teaching experience, who are in their third year of probationary service at Old Dominion University will receive a major faculty review. This review will be conducted by the dean and will begin in the spring of the third year of faculty service (fall of the third calendar year of service for faculty hired mid-year). The review will include a meeting with the faculty member and chair. The review process, conducted by the department promotion and tenure committee, department chair, college promotion and tenure committee, and dean, will include an in-depth evaluation of teaching effectiveness, scholarly works, grant and contract efforts, and other professional activities. An evaluation report emphasizing the long-range impact of the faculty member on the University should be submitted to the provost and vice president for academic affairs by May 1 (December 1 for faculty hired mid-year) following the completion of the review at the college level with a copy provided to the faculty member at all evaluation levels. It is important that the review extend beyond certifying adequate teaching performance and focus on creative ability, productivity, and potential to excel.

C. If a faculty member applies for tenure in or before their third year of probationary service at Old Dominion University, the pre-tenure review will not be conducted.

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<sup>1</sup> In case of a national, state or local emergency that prevents or seriously hinders the normal activities of faculty members for a period of several months, the University may provide the option for all tenure-track faculty members to extend their tenure clock by a specified period of time equivalent to that lost to the emergency, irrespective of any other exclusion granted to a faculty member.

<sup>2</sup>See the Schedules for Faculty Personnel Actions in the appendix for specific dates and actions.

<sup>3</sup>The members of the faculty who are elected to serve on the University Promotion and Tenure Committee shall serve for the subsequent academic year. The promotion and tenure committees elected by each individual degree-granting college serve for an entire academic year, not for the spring semester of one year and the fall semester of the following year.

June 15, 2023

## PROPOSED REVISIONS TO THE POLICY ON PROMOTION IN RANK

The proposed revisions to the policy on Promotion in Rank clarify that part-time associate and assistant deans are not eligible to attend or participate in the deliberation of the departmental, college, and University Promotion and Tenure Committees regarding candidates for promotion in rank.

The proposed revisions will be reviewed by the Governance Committee and presented to the Board for approval at its meeting in September.



**NUMBER:** 1412

**TITLE:** Promotion in Rank

**APPROVED:** September 26, 2013; Revised June 9, 2016 (eff. 7/1/16); Revised June 6, 2017 (eff. 7/1/17); Revised June 14, 2018 (eff. 7/1/18); Revised June 13, 2019 (eff. 7/1/19); Revised June 18, 2020 (eff. 7/1/20); Revised June 17, 2021 (eff. 7/1/21)

**SCHEDULED REVIEW DATE:** June 2026

I. Board of Visitors Policy

- A. All promotions in rank are based on evaluation of the faculty member's performance.
1. A tenure-track faculty member's performance in teaching, research, and service (as appropriate) is evaluated over the total time in the previous rank as compared to the criteria established by the Board of Visitors for the rank being considered and any other criteria established by the department or college.
  2. A non-tenure track research faculty member's performance in research, service (as appropriate) and teaching (as appropriate) is evaluated over the total time in the previous rank as compared to the criteria established by the Board of Visitors for the rank being considered and any other criteria established by the center.
- B. Promotion to the rank of associate professor must occur at the time of the tenure award, and the policy on tenure applies.
- C. Promotion to the rank of full professor is normally considered no earlier than during the sixth year of a faculty member's service as associate professor at Old Dominion University. Exceptions are made only under the following circumstances:
1. A faculty member who has held the rank of associate professor at another institution and was initially appointed to Old Dominion University at the rank of associate professor may be considered for promotion at the time of the award of tenure.
  2. A faculty member of extraordinary merit may be considered for promotion to the rank of full professor before the sixth year as associate professor at Old Dominion University.
- D. The president, upon the recommendation of the Faculty Senate, shall establish procedures for consideration of promotion to the rank of full professor (as well as for the designation as eminent scholar). Such procedures shall require consideration and recommendation by faculty members at the department and college level, the chair, the dean, and the University Promotion and Tenure Committee. The decision

concerning promotion is to be made by the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against promotion, the faculty member may request a review by the president. The decision of the president is final.

## II. Procedures for Promotion in Rank to Full Professor

### A. Considerations Concerning Promotion

1. Each faculty committee and administrator considering a promotion case must specifically consider factors listed below as they apply to each case in the written recommendations that are submitted up the line to the provost and vice president for academic affairs. In the case of committees, the vote must be recorded in the recommendation, and the reasons produced by the minority members must be specified.
2. Each committee and administrator making a recommendation concerning promotion considers evidence of the faculty member's performance over the total time in which the previous rank has been held as compared to the guidelines for the rank being considered as established by the Board of Visitors and any other guidelines established by the department or college.
3. The total rank structure of the department should be considered.
4. At the least, the committees and administrators should examine faculty information sheets, chair evaluations, dean's evaluations, and any other evidence submitted by the faculty member, the chair of the department, or any other relevant source. It is the responsibility of the department chair and the departmental promotion and tenure committee to provide an assessment of the quality of the publications for the faculty being considered for promotion. It is the responsibility of the faculty member to ensure that all information submitted by him or her in support of promotion is factually accurate and valid, and to provide corroborating evidence (e.g., web links, complete citations, grant numbers, etc.) for all claimed accomplishments. The evidence should address the quality of the journals and the reputation of book and other such publishers. Fraudulent or non-valid claims can lead to faculty sanctions, including denial of promotion. The chair should work with promotion candidates to ensure the completeness and accuracy of their portfolios. The chair and the department promotion and tenure committee as a part of the regular review process should verify the accuracy of portfolio elements that are central to the promotion case. Should concerns be raised about the validity of a candidate's claims by external or internal reviewers, it is the chair's responsibility to verify those claims. The promotion process will be paused while the chair verifies those claims.

### B. External evaluation of the faculty member's research and scholarly activity by nationally recognized experts in the field of specialization will be required.

1. The responsibility for initiating the external review, securing the reviewers, and forwarding complete review files to the dean, provost and vice president for

academic affairs, and the University Promotion and Tenure Committee belongs to the department chair. If the department chair does not have the rank of full professor, all chair responsibilities for promotion to full professor will be delegated by the dean to a full professor in the department or from another department within the same college who will assume all of the chair's responsibilities described below. This appointed full professor, acting in the role of chair, cannot take part in any deliberations or votes of the departmental, college or University promotion committees while the promotion case is being considered. In promotion of department chairs, the responsibility belongs to the dean.

2. External reviewers with academic positions must hold the same rank or higher than the promotion rank for which the faculty member is being considered; exceptions should be justified by the dean. The department tenure and promotion committee and the candidate will prepare separate lists of potential reviewers. The candidate will review both lists and will document personal and professional relationships with all potential reviewers, including potential conflicts of interest. This documentation will become part of the promotion file. The chair (or designee, see 1 above) will select three reviewers from the candidate's list and three reviewers from the department tenure and promotion committee's list; the chair (or designee) will provide the list of reviewers to the dean. The dean will submit an agreed upon list to the provost and vice president for academic affairs for final approval prior to initiating the review process. The final list of external reviewers, together with the documentation of personal and professional relationships by the candidate (as outlined above), should be included as part of the application package for all internal reviewers. External reviewers should not be close collaborators or (former) mentors of the candidate. In general, co-authors on publications should also be excluded as external reviewers, except as permissible under the departmental statement on evaluation of research (see the Policy on the Evaluation of Scholarly Activity and Research). The selection of potential external reviewers must be completed before the end of the semester prior to the submission of credentials for promotion.
3. External reviews will be confidential; reviewers will be so advised. Requests for exception to the confidentiality of external reviews should be made directly to the provost and vice president for academic affairs before the reviewers are asked to submit evaluations. If an exception is approved, candidates for promotion will be allowed access to the substance of external reviews, but the authorship of specific external reviews and other identifying information contained therein will remain confidential. All external reviewers will receive a standard letter sent by the chair but prepared by the provost and vice president for academic affairs in consultation with the deans and a copy of the policy on external reviews so their responsibilities will be clear.
4. A curriculum vitae will be required of each external reviewer. Each reviewer will be asked to describe any personal or professional relationship with the candidate. It is the responsibility of the chair to include a curriculum vitae of each reviewer. For promotion of department chairs, the responsibility belongs to the dean.

5. External reviewers will be asked to evaluate all submitted material mailed to them. Candidates for promotion are responsible for the preparation of the research portfolio and curriculum vitae to be sent to external reviewers. In the case of the arts, reviewers may be asked to consider works of art or performances. External reviewers will be asked to evaluate: a) the quality of the scholarship or creative work under review; and b) the scholarly reputation (regional, national, international) of the candidate.
  6. All candidates for promotion to full professor will be required to have their scholarship evaluated by no fewer than four external reviewers. If fewer than four reviews are received, the chair will choose additional reviewers alternately from the lists of the department promotion and tenure committee and of the candidate.
  7. The University and college administration will assist departments where reasonable expenses are necessary to obtain appropriate external reviews.
- C. A candidate for promotion in rank is initially considered by the faculty members in the department who hold the rank being considered or above.<sup>1</sup> Only faculty holding the rank of full professor are eligible to deliberate, review, or otherwise participate and vote on candidates for promotion to full professor.
1. In the case of large departments, the faculty members in the rank being considered or above may select a committee from their ranks to consider and make recommendations concerning promotion. In that case, it is the responsibility of the committee to elicit opinions from all faculty members holding the rank being considered or above.
  2. In departments where fewer than three members hold appointments in the rank being considered or above, the dean, in consultation with the chair (or designee; see section II.B.1.), will appoint enough additional faculty in the rank or above from other disciplines to form a committee of at least three.
  3. Candidates for promotion should provide a statement of potential external and/or internal reviewers with whom there is a conflict of interest, e.g., co-authors, co-investigators, etc.
  4. The group of faculty on the promotion committee elect a chair of the committee among their members. It is the responsibility of that chair to direct the committee members to consider and apply the relevant sections in the Teaching and Research Faculty Handbook and the departmental statement on research evaluation in their comments and votes.
  5. No dean, full- or part-time associate dean, or assistant dean, or other full-time administrator or department chair (or designee; see section II.B.1.) shall attend or participate in the deliberation of either the departmental, college, or University Promotion and Tenure Committee. The deliberations of all three committees are confidential and must not be shared with anyone outside of the committee.

6. The college committees shall consist of one tenured faculty member from each department in the college. All members of the college promotion and tenure committees shall be elected directly by the faculties they represent for a one-year term renewable twice for a total of three years. This member shall be chosen by majority vote of all full-time, tenure-track teaching and research faculty members of the department, present and voting, by secret ballot before April 15 of each year for the ensuing year. Every reasonable effort should be made to ensure that there are at least three full professors on the college committee. If the elected representative of a department will not be able to attend college committee meetings for a significant time span, the department may elect a temporary replacement for that time span. No person shall serve on a college promotion and tenure committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. Only faculty holding the rank of full professor are eligible to join the deliberations and the vote on candidates for promotion to full professor. If the home department of a candidate for promotion to full professor has no full professor representing it on the college committee, a member of the departmental promotion committee for that candidate (convened as described in section C.1. and C.2. above) shall be elected to serve as its representative only during the duration of the deliberations on that specific candidate. In any case, the representative from a promotion candidate's department will participate in deliberations in the candidate's case but will not cast a vote.
7. The University Promotion and Tenure Committee shall consist of one tenured full professor from each of the major degree-granting academic colleges. This member shall be elected by his/her college's promotion and tenure committee(s) by September 15. The University Promotion and Tenure Committee shall elect one of its members as chair.<sup>2</sup> No person shall serve on the University Promotion and Tenure Committee for more than three years consecutively but is eligible for reelection after an absence of at least one year. The representative from a promotion candidate's college will participate in deliberations in the candidate's case but will not cast a vote.
8. Any committee member who participates in the promotion process votes at most only once on any particular case.
9. In order to ensure transparency, fairness, and equity in the internal review process, a faculty member or administrator who participates in the promotion process must disclose any potential conflict of interest that might undermine the credibility of the process. The chair of the department (or replacement, see Section II.B.1.) will work in consultation with the dean of the college to decide whether the person should be excluded from serving on the review committee.
10. The faculty member under consideration is informed whenever a committee is considering promotion and is given an opportunity to submit a statement (in electronic form) to the Provost's Office in support of their promotion case, or to correct any factual misinformation in previous recommendations. The Provost's Office will add such statements to the candidate's file.

11. In case of material new accomplishments before the conclusion of the evaluation process, additional documentation may be added to the portfolio with the concurrence of the dean. Such additional material must be clearly marked as such and dated at the time of addition to the promotion file by the Provost's Office. If such additional documentation is considered, this must be clearly documented in the recommendation letters by the committee or individual (e.g. dean) who first see this new material.
- D. The committee or faculty group makes its recommendation concerning promotion to the chair (or designee; see section II.B.1.) together with reasons for the recommendation (including a minority statement in the case of a non-unanimous vote). All eligible committee members shall vote yes or no through a secret ballot after participating (either in person or remotely) in the deliberations of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. The chair of the committee shall record the names of all members participating in the discussion and voting in the recommendation letter, as well as the total number of votes in favor and against. Only those faculty present as the candidate is being reviewed during the deliberations can participate in drafting or approving the letter. In instances of a non-unanimous vote, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion. A copy of the recommendation letter will be sent to the faculty member by the chair of the committee. The department chair (or designee) evaluates independently the credentials of the faculty member, the rank structure of the department, and any additional evidence presented, either by the faculty member or from any other source, and makes a recommendation, with reasons, concerning promotion. A copy of that review and recommendation letter will be sent to the faculty member and the dean by the chair of the department.
- E. If either the departmental committee (or group), or the chair (or designee), or both recommend promotion, the faculty member's credentials together with the recommendation of the faculty committee and the chair (or designee) will be forwarded to a promotion committee of the college for consideration. This committee will make an independent evaluation and make a recommendation concerning promotion with reasons (including reasons of the minority), to the dean. The recommendations will indicate the vote of the committee. All eligible committee members should vote yes or no through a secret ballot after participating (either in person or remotely) in the deliberations of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's promotion application are defined in section II.C.5. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion.
- F. If neither the faculty committee (or group) nor the chair (or designee) recommend promotion, the faculty member will not be considered for promotion in the coming year unless a review by the college promotion committee and the dean is requested by the faculty member. If a review is requested, the departmental committee and the

- chair forward all documents to the promotion committee of the college, which examines them and makes a recommendation concerning promotion to the dean following the stipulations of II.E. above. The dean examines all documents, including the recommendation of the college committee, and makes a determination concerning promotion. If the dean's determination is negative and is in accordance with the recommendations of the departmental committee, the chair, and the college committee, then the faculty member is not promoted for the coming year. If the dean's determination is negative and is not in accordance with all previous recommendations, the faculty member may request a further review by the provost and vice president for academic affairs. The decision of the provost and vice president for academic affairs is final in such cases.
- G. The dean, considering all previous recommendations and all credentials, then makes a recommendation concerning promotion, which is forwarded, with reasons, to the provost and vice president for academic affairs.
- H. The University Promotion and Tenure Committee, consisting of one tenured full professor from each of the major degree-granting academic colleges, examines the facts and all previous recommendations and documentation, and makes a recommendation (with reasons, including minority reasons, if any) concerning promotion which is forwarded to the provost and vice president for academic affairs. All eligible committee members shall vote yes or no through a secret ballot after participating (either in person or remotely) in the deliberations of the committee. Proxy votes or votes submitted by non-secure means (e.g., email or communication accessible to a third party) are not permitted. Members who are eligible to vote on a specific candidate's promotion application are defined in section II.C.6. In instances of a non-unanimous vote of all eligible voting members, the minority opinion must be included in the committee recommendation and the minority must be given the option to write the minority opinion.
- I. On the basis of all the evaluations and recommendations presented, and after consultation with staff, the provost and vice president for academic affairs makes a decision concerning promotion for the coming year. If the recommendations of the committees and administrators that have previously considered the case have not been in agreement with one another, or if the provost and vice president for academic affairs disagrees with the recommendations that have been in agreement with one another, the provost and vice president for academic affairs shall consult with the chair, the dean, and the University Promotion and Tenure Committee before reaching a final decision. The decision of the provost and vice president for academic affairs will consist of one of the following:
1. promotion
  2. deferral
- J. If the decision of the provost and vice president for academic affairs is for promotion, the faculty member will receive the higher rank in the subsequent academic year. The decision of the provost and vice president for academic affairs will be reported to the president.

- K. The faculty member may request that the president review a negative decision by the provost and vice president for academic affairs. The decision of the president is final.
- L. All promotions are reported by the president to the Board of Visitors.
- M. Copies of the recommendations by all committees, chairs, deans and the provost and vice president for academic affairs shall be provided to the faculty member being considered for promotion. The faculty member will be provided opportunity to correct any factual misinformation in such recommendations by placing a letter in his or her promotion file at any stage, or up until April 1, to the provost and vice president for academic affairs.
- N. The above procedures at the department and college level may be suitably adapted for faculty members who hold interdisciplinary or interdepartmental appointments. The adapted procedures should be recommended by the promotion and tenure committee of the college or colleges involved and approved by the dean or deans and the provost and vice president for academic affairs. Procedures above the college level will be the same as those designated above in all cases.

### III. Research Faculty

- A. Promotion to the rank of research professor from the rank of research associate professor and promotion to the rank of research associate professor from the rank of research assistant professor shall be upon the recommendation of the department, chair, college promotion and tenure committee, dean and University Promotion and Tenure Committee to the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against the promotion, the person may request a review by the president. The decision of the president is final.
- B. The process for promotion to the rank of research professor and promotion to the rank of research associate professor will require external evaluation of the quality of the faculty member's research performance from nationally recognized experts in the faculty member's field; procedures for the external review process can be found in section II.B. of this policy.
- C. For those research faculty who only have appointments in one of the University-level research centers, the following promotion policy will apply. Research centers will establish a promotion committee to review faculty promotions and make recommendations to the center director. Appointments to this committee will follow the guidance of section II.C. of this policy pertaining to departments. This promotion committee should include at least one member from the academic department(s) most closely aligned to the center to ensure promotion considerations are being applied equitably between the faculty assigned to that department and those assigned to the center. In centers where fewer than three members hold appointments in the rank being considered or above, the center director will solicit members of the department(s) most closely aligned to the center, in consultation with the chair(s) of those department(s), to form a committee of at least three. The center director will review faculty promotion recommendations and will recommend to the vice president for research those members who have met the promotion criteria. The vice president



for research will forward a recommendation regarding promotion to the Office of Academic Affairs for review by the University Promotion and Tenure Committee and the provost and vice president for academic affairs. The University Promotion and Tenure Committee will forward a recommendation to the provost and vice president for academic affairs. If the decision of the provost and vice president for academic affairs is for promotion, the faculty member will receive the higher rank in the subsequent academic year. The faculty member may request that the president review a negative decision by the provost and vice president for academic affairs. The decision of the president is final.

#### IV. Clinical Faculty

A. Promotion to the rank of clinical professor from the rank of clinical associate professor and promotion to the rank of clinical associate professor from the rank of clinical assistant professor shall be upon the recommendation of the department promotion and tenure committee, department chair, college promotion and tenure committee, dean and University Promotion and Tenure Committee to the provost and vice president for academic affairs. If the provost and vice president for academic affairs decides against the promotion the person may request a review by the president. The decision of the president is final.

B. The process for promotion to the rank of clinical professor and promotion to the rank of clinical associate professor will require external evaluation of the quality of the faculty member's scholarly activities from nationally recognized experts in the faculty member's field; procedures for the external review process can be found in section II.B. of this policy. The schedule for review will follow that for clinical faculty seeking promotion in rank.

V. Lecturers may be promoted in rank to senior lecturer and senior lecturers may be promoted in rank to master lecturer. The applicable policies are contained in section "Evaluation of Lecturers, Senior Lecturers, and Master Lecturers and Promotion of Lecturers and Senior Lecturers."

VI. Part-time instructional faculty may be promoted in rank (for example, from adjunct assistant professor to adjunct associate professor) upon recommendation of the chair and dean to the provost and vice president for academic affairs. Full documentation of the credentials of the faculty member being recommended for promotion is required. If the provost and vice president for academic affairs denies the promotion, the faculty member may request a review by the president. The decision of the president is final.

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<sup>1</sup> See the Schedules for Faculty Personnel actions in the appendix for specific dates and actions.

<sup>2</sup>The members of the faculty who are elected to serve on the University Promotion and Tenure Committee shall serve for the subsequent academic year. The promotion and tenure committee elected by each individual degree-granting college serve for an entire year, not for the spring semester of one year and the fall semester of the following year.

June 15, 2023

## PROPOSAL TO FORM TWO ACADEMIC DEPARTMENTS IN THE SCHOOL OF NURSING

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves creating two academic departments in the School of Nursing pending approval by the State Council of Higher Education for Virginia.

*Rationale:* On January 25, 2023, an organizational change at ODU resulted in the School of Nursing reporting directly to the Provost and no longer to the Dean of the College of Health Sciences. In a short time, the School of Nursing and ODU have benefited from this reorganization in a way that makes the School more visible to stakeholders, maximizes administrative efficiencies, boosts morale among faculty and staff, and has opened doors to possible new donors and enhanced alumni engagement.

As such, the School seeks to establish two departments that will enhance workflow, better define faculty and staff roles and responsibilities, create opportunities for leadership development for faculty, and enable the school to function within the policies and procedures described in the Teaching and Research Faculty Handbook.

Department of Advanced Practice Nursing  
Department of Professional Nursing

The Department of Advanced Practice Nursing, to be led by an Interim Department Chair, would house and have oversight of the programs leading to the Master of Science in Nursing and the Doctor of Nursing Practice degrees. Master of Science in Nursing programs include Family Nurse Practitioner, Pediatric Nurse Practitioner, Psychiatric Mental Health Nurse Practitioner, Neonatal Practitioner, Adult-Gerontology Clinical Nurse Specialist/Educator, Pediatric Clinical Nurse Specialist, Neonatal Clinical Nurse Specialist, Nurse Midwifery, and the post-Master's certificate programs for Nurse Educator, Neonatal Physician Assistant, Adult Gerontology CNS, Family Nurse Practitioner, and Psychiatric Mental Health Nurse Practitioner. Doctor of Nursing Practice programs include Advanced Practice, Nurse Executive and Nurse Anesthesia.

The Department of Professional Nursing, to be led by an Interim Department Chair, would house and have oversight of the programs leading to a Bachelor of Science in Nursing (BSN) degree. These programs include BSN Pre-licensure, an entry-level program for students from a variety of educational backgrounds, BSN Concurrent Enrollment, for students enrolled in an Associate Degree in Nursing program who wish to work on course leading to the baccalaureate degree, and BSN Post-licensure, for students

who are Registered Nurses with associate degrees wishing to advance their education to the baccalaureate level.

Formerly the Undergraduate Program Director, Dr. Lynn Wiles, RN, PhD, would serve as the Interim Chair of the Department of Professional Nursing (BSN). Dr. Wiles has served in various leadership positions in the School of Nursing at ODU for nearly 27 years and is assisted by an undergraduate program coordinator, 18 full-time faculty, 20 adjunct faculty, two clinical placement specialists, a simulation coordinator, and the Chief Academic Advisor.

Formerly the Graduate Program Director, Dr. Janice Hawkins, RN, CNS, PhD, would serve as the Interim Chair of the Department of Advanced Practice Nursing. Dr. Hawkins has served in various leadership positions in the School of Nursing for over 15 years and is assisted by two graduate program coordinators, 16 full-time faculty of which 6 serve as program track directors, 20 adjunct faculty, two clinical placement specialists, and a simulation coordinator.

Funding has been earmarked for stipends for the interim department chairs and program directors from the School's existing operating budgets. The School expects to incur no new expenses beyond those created by increased enrollment.

June 15, 2023

PROPOSAL TO FORM TWO ACADEMIC DEPARTMENTS IN THE JOINT SCHOOL OF  
PUBLIC HEALTH

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves creating two academic departments in the Joint School of Public Health pending approval by the Council on Education for Public Health and the State Council of Higher Education for Virginia.

*Rationale:* On December 10, 2020, the Board of Visitors of Old Dominion University approved the name change of the School of Community and Environmental Health to be called School of Public Health, effective July 1, 2021. Due to School of Public Health accreditation requirements, the name change has not yet officially taken place. In August of 2021, the Presidents of Norfolk State University (NSU), Eastern Virginia Medical School (EVMS), and Old Dominion University (ODU) signed a Memorandum of Understanding to signify the creation and commitment of support for a Joint School of Public Health. Since that signing, faculty and administration from NSU, EVMS, and ODU have worked to develop the Joint School. Academic efforts have included development of common curricula, assessment methods, and accreditation. Representatives from the Registrars, Financial Aid, and Admissions have worked to address operational applications, policies, and procedures.

In December 2022, the Initial Application Submission (IAS) for the Joint School of Public Health was presented to the Council on Education for Public Health (CEPH). In January 2023, CEPH approved the Joint School of Public Health as an applicant for accreditation. The approved IAS provides a two-year window in which the proposed School must convert from applicant status to accredited status.

A required milestone for approval to form the Joint School of Public Health is submission of a complex organizational change form to the State Council of Higher Education for Virginia (SCHEV). Approval of the formation of departments within the Joint School of Public Health is required prior to submission of the complex organizational change form.

To meet ODU Faculty Promotion and Tenure guidelines in accordance with Faculty Senate, the Teaching and Research Faculty Handbook, and University requirements, the proposed School of Public Health will have two academic departments. These departments allow for future growth while featuring

traditional public health disciplines. Each department will contain the requisite faculty to align to ODU institutional processes for tenure and promotion. The two departments will encompass the diverse expertise and experience of faculty and staff across the three institutions. Faculty and staff participated in meetings and surveys to discuss and share feedback on department names and their organization, and, after careful consideration, two new department names are requested.

Department of Epidemiology, Biostatistics, and Environmental Health  
Department of Health Behavior, Policy, and Management

The formation of these departments in the Joint School of Public Health will include faculty and staff from programs based at ODU, NSU, and EVMS. The School has developed decision-making processes and infrastructure across the three institutions to ensure the success of the partnership.

June 15, 2023

## PROPOSED REORGANIZATION OF THE DARDEN COLLEGE OF EDUCATION AND PROFESSIONAL STUDIES

RESOLVED that, upon the recommendation of the Academic and Research Advancement Committee, the Board of Visitors approves the reorganization of the Darden College of Education and Professional Studies pending approval by the State Council of Higher Education for Virginia.

*Rationale:* The Program Prioritization Initiative (PPI) report completed in 2022 by the Office of Academic Affairs included actions to improve the overall viability of academic programs and the effectiveness and efficiency of key academic support areas. An outcome was the migration of the following programs from the Darden College of Education and Professional Studies (DCEPS) to the College of Health Sciences effective for the 2023-2024 academic year:

- Exercise Science
- Speech-Language Pathology
- Recreation Therapy

These program migrations have an impact on the size and functionality of departments in the DCEPS. For business efficiency, it was determined that the college would reduce departments from six to five. Based on faculty feedback, it was also determined that a comprehensive assessment of current programs was needed to determine department configurations that would optimize scholarship, teaching, and service, and best meet the needs of the faculty and students.

Consequently, an open forum was held to establish a process, each program in the college provided a summary that was shared across all programs, a faculty survey was implemented to solicit recommendations for department configurations, results were analyzed and summarized by department chairs, associate deans, and the dean, and faculty from programs interested in joining were brought together for discussions. The DCEPS Dean's Office used this information to determine final department configurations, which include the following:

- Department of Counseling & Human Services: No changes
- Department of Teaching & Learning: No changes
- Department of Special Education, Tourism, and Sport Sciences (SETS): Special Education, Health & Physical Education, Sport Management, and Park, Recreation & Tourism Studies

- Department of Educational Leadership, Policy, and Workforce Development: Higher Education, Community College Leadership, Occupational & Technical Studies, Career & Technical Education, and Educational Leadership
- Department of Learning and Information Sciences: Library & Information Studies, Educational Psychology & Program Evaluation, and Instructional Design & Technology

The formation of these new department configurations will promote future growth, research productivity, and meaningful community engagement. The proposed names reflect the wider work that is currently occurring in the disciplinary fields housed in the departments. Each department will contain the requisite faculty to align with the college's institutional processes for tenure and promotion. Budgets for each of the departments will be reallocated utilizing the college's non-personnel services funding formula and according to other funding associated with each individual program, such as online programming, contract courses, indirect cost allocation, and gift funds.

**Title:** Resolution by the Old Dominion University Board of Visitors recognizing the ten appointment, promotion, and tenure policies that apply to the School of Medicine and School of Health Professions faculty upon integration (anticipated January 1, 2024)

WHEREAS, Old Dominion University and the Eastern Virginia Medical School, with the support and engagement of the faculty, will merge and create the Eastern Virginia Health Sciences Center at Old Dominion University; and

WHEREAS, during the 2023 legislative session, the Virginia General Assembly passed legislation necessary to complete and effectuate the planned merger; and

WHEREAS, the faculty of Old Dominion University have voted to amend their faculty constitution to recognize the faculty of the Eastern Virginia Medical School, upon integration, as members of the ODU academic community; and

WHEREAS, the principle of shared governance provides faculty with a voice in the shaping the policies that govern them inclusive of appointment, promotion, and tenure (APT); and

WHEREAS, the Board of Visitors of Old Dominion University formally recognizes that in March of 2023, the faculty of the School of Medicine (SOM) and School of Health Professions (SHP), as well as the Eastern Virginia Medical School Board of Visitors, approved the appointment, promotion, and tenure policies and acknowledged the ODU policies that will govern them upon integration;

THEREFORE, BE IT RESOLVED, the Board of Visitors of Old Dominion University formally recognizes and approves the attached appointment, promotion, and tenure policies that apply to the SOM and SHP faculty upon integration (anticipated January 1, 2024); and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University recognizes and acknowledges that, upon integration (anticipated January 1, 2024), the SOM and SHP faculty will follow the Handbook for EVMS School of Medicine (SOM) and School of Health Professions (SHP) Faculty at Old Dominion University (ODU), which contains the appointment, promotion, and tenure policies approved by the EVMS SOM and SHP faculty; and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University affirms its long-standing commitment to shared governance and looks forward to the future forward-focused efforts of the ODU Faculty Senate, with representation from the School of Medicine and School of Health Professions upon integration.



**Rationale:** This resolution formally adopts the APT policies that will apply to the School of Medicine and School of Health Professions upon integration. It acknowledges that this will require two faculty handbooks and it acknowledges that that faculty handbook for the SOM and SHP contains all of the non-APT policies found in the ODU faculty handbook.

The resolution also acknowledges that the ODU faculty have amended their constitution, formally recognizing their new EVMS colleagues as members of the faculty forum upon integration, and it acknowledges that the ODU Faculty Senate, once it has seated its new representatives from the SOM and SHP, will develop a unified handbook in accordance with the established policies and procedures of University Governance.

# **POLICIES AND PROCEDURES RELATING TO FACULTY APPOINTMENT, PROMOTION AND TENURE OF EVMS FACULTY**

## **I. INTRODUCTION AND POLICY**

It is the Policy of ODU that written standards, criteria and procedures for the review and recommendation of EVMS Faculty for appointment, promotion, and tenure be established, maintained and disseminated to all EVMS Faculty. An effective academic medical center requires a diverse faculty. Accordingly, the definitions and standards contained within this document pertain to the initial appointment, subsequent promotion, and tenure (when applicable) of all EVMS Faculty, engaged in the diverse areas of teaching, clinical care, research/discovery and administration/service. In order to affirm the multiple roles that EVMS faculty contribute to the school's mission and vision and for our community, all faculty pursue one pathway toward appointment and promotion. All references to "faculty" herein mean EVMS Faculty as defined in this policy.

## **II. FACULTY STATUS**

**EVMS Faculty:** Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined below), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School of Medicine ("SOM") and/or EVMS School of Health Professions ("SHP").

**Full-Time Faculty:** Full-time faculty are faculty members who have education, research and/or patient care responsibilities on a full-time basis, which is an established schedule of at least 40 hours per week, annually, or those faculty members who have previously been designated by the EVMS Board of Visitors or who are designated by ODU as full-time. Full-time faculty are appointed as one of the following:

*Full-Time Salaried Faculty:* Clinical, research, administrative and other faculty who are paid on a salaried basis and who have employment contracts with ODU.

*Full-Time Non-Salaried Faculty:* Clinical, administrative or other faculty who are not paid by ODU, but who have appointments in SOM mission critical departments and who have previously been designated by the EVMS Board of Visitors or who are designated by ODU as Full-Time Non-Salaried Faculty.

*Full-Time Non-Salaried-VA Faculty:* Clinical faculty employed by the Veterans Administration and who have previously been designated by the EVMS Board of Visitors or who are designated by ODU as Full-Time Non-Salaried-VA Faculty.

**Part-Time Faculty:** Part-time faculty are faculty members who have education, research and/or patient care responsibilities on a part-time basis, which is less than 40 hours per week, annually. Part-time faculty may be paid on a salaried, hourly, or per service basis and have employment contracts with ODU.

**Community Faculty:** Community faculty are unpaid faculty members who volunteer their time, efforts, and expertise to the SOM or SHP mission. Community faculty are expected to commit at least 50 hours to SOM or SHP academic activities per year. This time commitment can be met by actively participating in grand rounds or other department conferences, serving on committees, delivering didactic lectures, providing ward attending coverage, precepting students or residents, participating in other teaching activities in the SOM or SHP, or by participating in other activities agreed to by the faculty member and a Department Chair of the SOM, Dean of the SOM, or the Dean of the SHP.

### III. FACULTY APPOINTMENT AND PROMOTION DEFINITIONS

**Academic Activities:** Those activities performed for SOM and SHP that fulfill one or more core mission areas.

**Domain:** Describes the four areas of focus (teaching, clinical care, research/discovery and administration/service) that distinguish a faculty member's activities for evaluation in the appointment and promotion process. Use of parallel criteria for evaluation of excellence across all four areas of activity will assist in achieving parity across the four domains. These include: a) Clear goals b) Adequate preparation c) Appropriate methods d) Significant results e) Effective presentation.

**Teaching Domain:** Includes categories of educational activities such as instruction, mentoring and advising, learner assessment and curriculum development and educational scholarship.

**Clinical Care Domain:** Includes categories of activities that document the quantity and quality of clinical activity and where feasible, the impact on a target patient population or community.

**Research/Discovery Domain:** Includes categories of activities such as publications, presentations, grants and funding, patents, clinical investigations and/or clinical trials, development of original clinical programs and/or techniques and all other forms of scholarly approach to education and patient care.

**Administration/Service Domain:** Includes both leadership and active participation in the various administrative committees and organizations and other categories through which faculty members advance the overall mission of their department, and/or provide personal service to the institution, their profession and/or the community as a whole.

**Track:** Two faculty tracks exist; tenure and non-tenure. Appointment and promotion on the tenure track is available to full-time salaried faculty at the rank of Associate Professor and Professor. Part-time, non-salaried and community faculty are appointed exclusively to the non-tenure track.

The consideration of a candidate for tenure versus non-tenure track is a major distinction in the evaluation of individuals for appointment and promotion, and it is only available to full-time salaried faculty.

**Tenure:** Although there are no absolute criteria, tenure is generally awarded to full-time salaried faculty based on accomplishments beyond achieving academic recognition, and should reflect exceptional, continuous and substantial contributions to SOM or SHP. Faculty at the rank of Associate Professor or Professor who demonstrate excellence in at least two of the foregoing four areas are eligible for tenure subject to length of service requirements. (See Tenure section)

**Length of Requirements for tenure appointments:** 1) appointment at the rank of Associate Professor (and faculty promoted to the rank of Associate Professor) may be considered for tenure after three years of service as Associate Professor in the SOM or SHP 2) appointment at the rank of Professor may be considered for tenure after two years of service as Professor in the SOM or SHP.

**Non-tenure:** Applies to all faculty who are expected to function effectively in teaching, clinical care, research/discovery, and administration/service with a lesser commitment to scholarly activity. The track ranks are Instructor, Assistant Professor, Associate Professor, and Professor.

**Pathway:** In order to affirm the multiple roles that EVMS Faculty contribute to the mission and vision of the SOM or SHP and for our community, all faculty pursue one pathway toward promotion, using an expanded description of activities in each area that will provide a clear opportunity for promotion of faculty who contribute in one or more areas of faculty endeavor.

**Ranks:** Four academic ranks exist for the appointment and promotion of non-tenured faculty in the SOM and SHP; Instructor, Assistant Professor, Associate Professor and Professor. Two academic ranks exist for the appointment and promotion of tenured faculty in the SOM and SHP; Associate Professor and Professor.

**Title:** Academic titles are assigned based on the track and rank of appointment according to the following:

Non-tenure track faculty appointments will have the title:

- Instructor
- Assistant Professor
- Associate Professor
- Professor

Tenure track faculty appointment will have the title:

- Associate Professor
- Professor

**Primary appointment:** Faculty members are evaluated, promoted, and/or awarded tenure in the academic unit where they hold their primary appointment. The Department Chair of the SOM or the Dean of the SHP is responsible for recommendations for academic actions and for performance evaluations of the faculty members with primary appointments in their department or program, except as described below for faculty who have appointments in more than one department or school.

**Secondary appointment (Joint and Secondary):** A faculty member may have a secondary appointment in one or more departments or schools for the purpose of contributions and collaborative relationships in any of the mission areas. When there is no allocation of resources or support by the secondary unit (school, department, or institute), the appointment is considered a “courtesy” appointment. Secondary appointments are recommended by Department Chairs of the SOM or the Dean of the SHP of both primary and secondary departments with the agreement of the individual faculty member. Performance expectations of the individual faculty member should be agreed upon in writing prior to the appointment. An individual faculty may not hold academic rank in a secondary appointment higher than in the primary appointment. There are, in addition, joint or secondary appointments that are not “courtesy appointments”, which may include dedicated salary or other support from the secondary unit. These are negotiated between the Deans of the SOM and SHP. Even in the case that 50% of the support of a faculty member is provided by two units (departments, schools) one of the two schools or departments must be declared as the primary appointment and one must be declared as the secondary appointment, to ensure a single unit is ultimately responsible for administering to that faculty member’s needs. Joint or secondary appointments are usually made for a specified term for faculty who are clinical, research, or tenure-track, and are usually “continuous” if a faculty member has tenure. Joint or secondary appointments may be made according to department/school-specific criteria (e.g., the secondary appointee must participate in teaching, graduate training, mentoring or research activities, etc.) and can be withdrawn at the will of the secondary unit if those criteria are no longer being met.

**Highest Degree:** otherwise known as the “terminal degree” is a degree that is the highest level of attainment in an academic or professional field of study.

#### **IV. FACULTY ROLES**

The EVMS Faculty Appointments and Promotions Committee will take into account in its deliberations the roles assigned by the Department Chairs of the SOM or the Dean of the SHP to faculty members, both academic and community faculty. To determine in which roles (teaching, clinical care, research/discovery and administration/service) faculty should document their expertise and accomplishments, the Committee will consider the percentage of effort or amount of time spent by faculty in those roles, as agreed to by the faculty and their Department Chairs of the SOM or the Dean of the SHP in regular annual meetings and documented in the materials presented to the committee.

#### **V. STANDARDS OF EXCELLENCE FOR EACH RANK**

The primary criterion for academic appointment and promotion at the SOM or SHP is demonstrated excellence as a scholar. The EVMS Faculty Appointments and Promotions Committee recognizes that such excellence may be demonstrated in various ways, as addressed in this document.

All candidates are expected to demonstrate expertise commensurate with their academic rank in all of their assigned activities (teaching, clinical care, research/discovery and administration/ service). In addition, each candidate must demonstrate accomplishment in scholarly activity as outlined in the Faculty Handbook.

Outlined below are examples of excellence appropriate to each academic rank. It is not expected that each candidate will meet all of these standards; these standards will serve to guide faculty members and their Department Chairs of the SOM or Dean of the SHP in evaluation of faculty performance and in documenting excellence for faculty recommended for appointment and promotion.

##### **A. To Rank of Instructor**

**Eligibility:** The academic title and classification of Instructor is a non-tenure eligible appointment. This rank is established to acknowledge individuals who demonstrate interest in, and the potential for, a successful academic career in teaching, clinical care, research/discovery and administration/service and to assist in the transition from training to a path that may lead to a faculty career in academic medicine. Individuals who hold a terminal degree may be eligible for promotion in rank, however, ODU is under no obligation to promote or appoint an Instructor to Assistant Professor. Candidates should engage in mentored research, teaching, clinical care or other instructional or programmatic support that advance the mission of the institution. Instructors have the right to serve on departmental committees, vote in departmental meetings or serve on committees of the Faculty or Institutional Standing Committees, however they shall not hold office on such committees.

The rank of Instructor is appropriate for:

- Individuals who hold a minimum of a Master's or equivalent
- Individuals who have completed most or all of the requirements for the doctorate (ABD) or equivalent
- Postdoctoral fellows who contribute significantly to the educational programs
- Trainees in clinical residencies or fellowship programs who are qualified by prior training to provide independent clinical services.

The rank of Instructor is also appropriate for new faculty, generally with M.D., Ph.D. or equivalent degrees who have the potential for academic advancement.

**Criteria:** Candidates must demonstrate contributions to teaching, clinical care, research/discovery and administration/service.

## **B. To Rank of Assistant Professor**

**Eligibility:** Candidates will usually include those who are appointed or promoted to their first independent faculty position, and will include individuals with the following:

- Individuals will hold an earned doctoral degree or equivalent, or other appropriate terminal degree in their field of expertise.
- Individuals will have completed appropriate residency and/or post-doctoral fellowship programs.
- Individuals involved in clinical practice will hold appropriate current board certification. Initial appointments (usually at the Assistant Professor level) may be granted to candidates not yet board certified, but continued appointment or promotion will require that board certification be obtained within an appropriate time as determined by the Dean of the SOM with the advice of the Department Chair.
- Individuals with the highest degree in para-professional or related health care field (e.g. PharmD, DNP, MPA) or with the highest degree in a non-health care (e.g. MBA)

**Criteria:** Candidates must demonstrate:

- Competence in one domain area (teaching, clinical care, research/discovery and administration/service) as stated in the expanded description of activities (Level 1) of the promotion guidelines at a local level (e.g. hospital, graduate program)
- Participation in at least another domain area as described below:

### **1. Teaching**

- a. Is a regular participant in teaching activities. This may include responsibility for (but is not limited to): lectures and small group presentations to medical students, graduate students and residents; clinical bedside teaching; mentoring students; and participation in grand rounds and other continuing medical education activities.
- b. Is considered an excellent teacher by students and faculty. This may be documented by student evaluations and peer review by Chairs and other faculty. Teaching awards from students and peers are noteworthy.
- c. Begins to develop a local or regional reputation as a teacher. This may be documented by evaluations from participants in CME courses or by invitations to speak at local or regional CME courses and meetings. Repeat invitations are noteworthy.
- d. Is a regular and effective participant in curriculum development and administration. Service on course committees, service as a course director, preparation of course syllabi, etc., on a local or regional level are appropriate.

### **2. Clinical Care**

- a. Demonstrates competence and promise of excellence in clinical, diagnostic, procedural, or other professional work as determined by the department.
- b. Considered a very good clinician by students, residents, fellows, and faculty based on formal evaluations.
- c. Meets clinical productivity goals established by the department.
- d. Demonstrates potential for a leadership role in a clinical service in the department or hospital.
- e. Establishes a reputation and consults at local and regional levels; invited to consult or invited to speak at CME courses and meetings.

- f. Has publications in peer-reviewed journals.

### 3. Research/Discovery

- a. Develops an original research program.
- b. Has peer-reviewed, first-authored publications.

### 4. Administration/Service

- a. Actively participates in medical school and hospital committees.
- b. Actively participates in professional/clinical organizations.

## C. To Rank of Associate Professor

**Eligibility:** Candidates for Associate Professor rank are expected to contribute substantially to SOM or SHP academic activities, and have a substantial record of achievement and academic accomplishments beyond that required for Assistant Professor. Promotion to Associate Professor usually requires between four (4) and six (6) years following initial appointment at the rank of Assistant Professor in the SOM or SHP, or at another academic institution to be considered for promotion. Candidates include:

- Individuals with the highest degree in a clinical or scientific discipline who are board-certified or have equivalent qualifications as applicable to their professional and academic responsibilities
- Individuals without a terminal degree in para-professional or related health care field or with the highest degree in a non-healthcare field (e.g., EdD, MBA)

**Criteria for faculty in the non-tenure track:** Candidates must demonstrate excellence in one domain area (teaching, clinical care, research/discovery and administration/service) (Level 3) and competence in one other domain area (Level 1) or meritorious contributions in two domain areas (Level 2) or meritorious contributions in one domain area (Level 2) and competent contributions in two other domain areas (Level 1) as stated in the expanded description of activities of the promotion guidelines. The domain of demonstrated excellence will depend upon the individual's interests, level of responsibility, and percentage of time devoted to the activities. Local and regional recognition is required.

**Criteria for faculty in the tenure track.** The expectations are the same with candidates in the non-tenure track. A record of significant scholarship and a record of academic institutional service are required. Initial appointees at the rank of Associate Professor (and faculty members promoted to the rank of Associate Professor) may be considered for tenure after three (3) years of service as Associate Professor at this institution.

### 1. Teaching

- a. Demonstrates outstanding performance as a teacher and educator.
- b. Has established a regional or statewide reputation as an excellent teacher.
- c. Regular participation in regional or national meetings, conferences, or CME courses is expected. Formal evaluations by participants in such courses and meetings are expected. Repeat invitations based on excellent performance are expected.
- d. Course materials, syllabi, etc., are respected by peers at other institutions and may be used in other institutions. Candidate may be asked to serve as consultant for development or evaluation of courses at other institutions in the region.

- e. Has received teaching awards.

## 2. Clinical Care

- a. Has developed new clinical programs recognized and adapted at the local and regional level.
- b. Has significantly improved ongoing clinical activity.
- c. Has devised or implemented a new diagnostic or therapeutic procedure, instrument, or system.
- d. Has developed innovative infrastructure such as patient databases for patient tracking.
- e. Has developed clinical pathways or outcome measures utilized at the local or regional level.
- f. Is actively involved in clinical investigation and/or trials.
- g. Has appropriate publications in clinical journals.

## 3. Research/Discovery

- a. Has a demonstrated sphere of expertise through first/senior authorships in peer-reviewed journals.
- b. Has had continuing success in generating financial resources necessary to undertake scholarly activity.
- c. Is recognized beyond the local community as documented by national meeting presentations, key articles, invited lectures or national awards.
- d. Is a peer reviewer at the local or regional level.

## 4. Administration/Services

- a. Is an officer in local or regional clinical/professional society.
- b. Is a Chair of a major hospital or school standing committee.
- c. Is a member of hospital or school standing committee.
- d. Has testified before legislative bodies and/or involvement in policy-making at the local or regional levels.
- e. Has developed, organized and participated in major CME activities.

### D. To Rank of Professor

**Eligibility:** Candidates for Professor rank are expected to contribute substantially to SOM or SHP academic activities, and their professions. Professors are leaders in their field of expertise, as demonstrated by a substantial and sustained record of accomplishments and scholarship well beyond that required for the rank of Associate Professor. Promotion to Professor usually requires between five (5) and seven (7) years following initial appointment at the rank of Associate Professor in the SOM or SHP, or at another academic institution to be considered for promotion. Candidates include:

- Individuals with the highest degree in a clinical or scientific discipline who are board-certified or have equivalent qualifications as applicable to their professional and academic responsibilities
- Individuals without a terminal degree in para-professional or related health care field or with the highest degree in a non-healthcare field (e.g., EdD, MBA)



**Criteria for faculty in the non-tenure track:** Candidates must demonstrate excellence in two domain areas (teaching, clinical care, research/discovery and administration/service) (Level 3) or excellent contributions in one domain area (Level 3), meritorious contributions in one other domain area (Level 2), and competent contributions in one other domain area (Level 1) as stated in the expanded description of activities of the promotion guidelines. The domain of demonstrated excellence will depend upon the individual's interests, level of responsibility, and percentage of time devoted to the activities. National or international recognition is required.

**Criteria for faculty in the tenure track:** The expectations are the same with candidates in the non-tenure track. A record of significant scholarship and a record of academic institutional service are required. Initial appointees at the rank of Professor may be considered for tenure after two (2) years of service as Professor at this medical school and institution.

### **1. Teaching**

- a. Is continually recognized as an outstanding teacher and educator. Candidate should present outstanding evaluations from students, peers, and others, as appropriate. Teaching awards from students, faculty, or state or national organizations provide additional evidence of excellence.
- b. Has widespread regional and national recognition for excellence as teacher or educator. Regular participation as a presenter in national review courses and professional meetings is expected.
- c. Contributes to Board examination in specialty or subspecialty. Gives or administers oral examinations in specialty or subspecialty.
- d. Course materials, syllabi, etc., should be widely respected by peers at other institutions. Candidates should serve as consultants in the design and evaluation of educational programs and curricula at the national level.
- e. Has developed educational methods or protocols recognized at the local, regional and national level.
- f. Is recognized as an authority by peers and invited to speak or chair sessions at national meetings.
- g. Has had visiting professorships.
- h. Provides mentoring at regional and national level.

### **2. Clinical Care**

- a. Has developed a new clinical program recognized at the regional and national level.
- b. Has significantly improved an ongoing clinical activity.
- c. Has devised or implemented a new diagnostic or therapeutic procedure, instrument or system.
- d. Has developed an innovative infrastructure such as patient databases for patient tracking.
- e. Has developed clinical pathways which are used on the local, regional or national levels.
- f. Has developed outcome measures which are used at the local, regional or national levels.
- g. Has a continuing active role in clinical investigation and clinical trials.
- h. Has had a major impact on the development of national standards for patient care.
- i. Establishes, consults and/or tracks patients on a regional, national or international level.

### **3. Research/Discovery**

- a. Has continually demonstrated expertise as first/senior author in peer-reviewed journals.
- b. Has been editorial board member and peer reviewer on the national level.
- c. Has had sustained and continuing success in generating financial resources necessary to undertake scholarly activity.
- d. Is invited to speak at national specialty meetings.

### **4. Administration/Service**

- a. Is an officer/director of a scholarly society or member of an organizing committee for a scholarly meeting.
- b. Is an officer in local or regional clinical/professional society.
- c. Is an officer in national or international professional/clinical societies.
- d. Is a Chair and member on major hospital and standing school committees.
- e. Has testified before legislative bodies and/or involvement in policy-making at the regional or national level.

## **VI. INITIAL APPOINTMENT TERMS**

EVMS Faculty in the non-tenure track may be appointed for a term not to exceed three (3) years, as follows:

- a. Instructors shall be appointed for one (1) or more successive terms of one (1) year. Initial appointments may be less than one year based on the date of the initial appointment.
- b. Assistant Professors shall be appointed initially for a probationary term of one (1) year. Initial appointments may be less than one year based on the date of the initial appointment.
- c. Assistant Professors who have previously served a probationary term may thereafter be appointed for one (1) or more successive terms of two (2) years each.
- d. Associate Professors shall be appointed for one (1) or more successive terms of three (3) years each. Initial appointments may be less than three (3) years based on the date of the initial appointment.
- e. Full Professors shall be appointed to one (1) or more successive terms of three (3) years each. Initial appointments may be less than three (3) years based on the date of the initial appointment.

## **V. REAPPOINTMENT AND NONRENEWAL**

A. A reappointment shall be offered only following a substantive review of a faculty member's performance during the previous appointment. The qualifications a faculty member shall possess to be reappointed to a rank are specified in Standards of Excellence for Each Rank. Reappointment is primary recognition of excellent performance. Reappointment decisions shall be based on rigorous standards and reappointment shall be denied if past performance is not sufficiently high quality or does not meet the standards of professional behavior. Reappointment may also be denied for financial or programmatic reasons.

B. Faculty who will be nonrenewed will be notified by December 31 of the last year of the term of their appointment.

C. Faculty shall be notified of reappointment, which may be for a term not to exceed three (3) years based on rank, by June 30 of the last year of the term of their appointment.

## **POLICIES AND PROCEDURES FOR EVMS FACULTY APPOINTMENTS**

### **I. INTRODUCTION AND POLICY**

All initial EVMS Faculty appointments to a Department in the School of Medicine (SOM) or the School of Health Professions (SHP) shall be made in accordance with the applicable Standards of Excellence, the Appointment and Promotions Guidelines and the framework outlined in this Policy. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

### **II. FACULTY APPOINTMENT PROCEDURES**

A. Initial Appointment. Initial appointments at the ranks below Associate Professor are not considered by the Appointments and Promotions Committee. At these levels, appointments are reviewed by the Vice Dean for Faculty Affairs and Professional Development (“FAPD”), the Dean of the SOM if applicable, and approved by the EVP following receipt of the appropriate materials from the Department Chair of the SOM or Dean of the SHP. Nominations for appointment at the Associate Professor and Professor ranks are considered by the Appointments and Promotions Committee and must be approved by the Executive Vice President, the Board of Directors, and the Board of Visitors.

1. Following is an outline of the general process for initial faculty appointment.
  - a. Candidate submits required documents to the Department Chair of the SOM or the Dean of the SHP.
  - b. Department Chair of the SOM or Dean of the SHP obtains letters of reference.
  - c. [Optional] Nomination sent to Departmental Appointments Committee for consideration.
  - d. [Optional] Recommendation from Departmental Appointments Committee to Department Chair of the SOM or the Dean of the SHP.
  - e. Nomination package forwarded by Department Chair of the SOM, or the Dean of the SHP, addressed to the Executive Vice President (“EVP”) in care of FAPD.
  - f. Package reviewed by FAPD to assure necessary information is submitted.
  - g. Nominations at the ranks of Assistant Professor and below are reviewed by the Vice Dean for FAPD, the Dean of the SOM, if applicable, and approved by the EVP.
  - h. For the ranks of Associate Professor and Professor, the EVP forwards the nomination package to the Appointments and Promotions Committee in care of the FAPD.
  - i. Nomination reviewed by the Appointments and Promotions Committee, the Dean of the SOM, if applicable, and recommendations forwarded to the EVP for review and approval.
  - j. Nomination forwarded by the EVP to the Board of Directors for review and approval.
  - k. Board of Directors forwards to the Board of Visitors for approval.
  - l. The new faculty members shall be notified of appointment by the Vice Dean for FAPD.

## B. Appointment Nomination Package Required Checklist

### 1. Department Chair of the SOM or Dean of the SHP Letter

- a. Rank at which candidate is being proposed.
- b. Time in current rank.
- c. Descriptions of candidate's assigned duties, job description, annual breakdown of percentage of time allocated to the following areas: teaching, clinical care, research/discovery and administration/service.
- d. Department Chair of the SOM or Dean of the SHP evaluation of candidate's ability, experience, and accomplishments in each of the four areas mentioned above.

2. Letters of Recommendation. Letters of recommendation external or internal are requested and obtained by the Department Chair of the SOM or Dean of the SHP. A faculty candidate for appointment is not permitted to solicit any letters of recommendation. Letters should be obtained from well-qualified scientists, scholars, educators and clinicians who are able to provide a fair and objective evaluation of the candidate's work. In general, a potential referee should have at least an "arms-length" relationship with the candidate. The nature of the professional relationship of the candidate and the potential referee must be specified in the letter and there must be a brief statement of the referee's academic qualifications. The majority of the individuals submitting letters of recommendation should have no previous direct supervisory relationship with the candidate. In summary, such letters should document how long and in what capacity the individual knows the candidate, a candidate's qualifications and professional expertise for an appointment, and also be addressed to the Department Chair of the SOM or Dean of the SHP.

#### a. **Salaried Faculty**

##### i. For Instructor:

- (1) One letter from the Department Chair of the SOM or Dean of the SHP.

##### ii. For Assistant Professor:

- (1) Three internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

##### iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned

responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside ODU
- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

**b. Non-Salaried Faculty**

i. For Instructor:

- (1) One letter from the Department Chair of the SOM or Dean of the SHP.

ii. For Assistant Professor:

- (1) Two internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
- (3) One letter may come from the Commonwealth of Virginia, but outside ODU
- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

**c. Community Faculty**

i. For Instructor:

- (1) One letter from the Department Chair of the SOM or Dean of the SHP.

ii. For Assistant Professor:

- (1) One internal letter is required. It should be obtained from program director, department chair or from the SOM Office of Medical Educations or other professionals in the SOM or SHP with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed.
- (2) They should document the candidate's competence in one domain area (teaching) and provide evidence of teaching strengths and quality of teaching.

iii. For Associate Professor:

- (1) Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
- (2) They must come from three different institutions
- (3) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
- (4) They should address how the candidate is recognized regionally or nationally
- (5) They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

iv. For Professor:

- (1) Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
- (2) They must come from three different institutions, at least two from outside the Commonwealth of Virginia.

- (3) One letter may come from the Commonwealth of Virginia, but outside ODU
- (4) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
- (5) They should address how the candidate is recognized nationally or internationally
- (6) They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

3. Curriculum Vitae and Additional Required Information. For the purpose of appointments, the candidate should provide the information requested on the Curriculum Vitae form, available from FAPD. In addition, the candidate should provide additional information not already included in the Curriculum Vitae format as required for documentation of scholarly activity as outlined in the Guidelines for Appointment and Promotion of EVMS Faculty. All candidates should compile and attach a portfolio on each area (teaching, clinical care, research/discovery and administration/service) in which the individual has time allotted, documenting evidence of quality of teaching, assessments of clinical service and research, and contributions to the department.

4. Original Transcript of Terminal Degree. Candidate must provide an original transcript, with raised seal, from the institution that awarded their terminal degree (only required for full-time faculty). Clinical faculty with appropriate credentials and a medical license within the Commonwealth of Virginia are not required to provide a transcript.

C. Senior Lateral Appointments (for candidates moving from another academic institution and requesting same academic rank as that held at prior institution). To facilitate academic appointment for faculty who have been recruited from another academic institution, and for whom an appointment is requested at the same academic rank (i.e., Associate Professor, Professor) that was held at the prior institution, the candidate's appointment process could be expedited via a simplified packet submitted for review. An ad hoc sub-committee of the Appointments and Promotions Committee reviews the candidates. The ad hoc sub-committee consists of the A&P Chair and at least four (4) committee members selected by the A&P Chair.

Appointment Nomination package for Lateral Appointments at all ranks should contain:

1. Candidate's CV in FAPD format
2. Department Chair's letter of nomination that adequately describes and documents how the candidate meets the Standards of Excellence at Rank as described in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure, and the Guidelines for Appointment and Promotion.

A unanimous positive evaluation ends the review, and the appointment is approved. Academic titles often differ from institution to institution. Therefore, if the submitted materials do not provide the required documentation, then additional information including letters of recommendations could be requested from the candidate's department chair and a full review by the entire A&P Committee may be initiated. FAPD is responsible for soliciting additional information from the institution from which a candidate is moving to understand the academic expectations as they relate to the specific rank, especially when modifiers are used (i.e., clinical Associate Professor) to ensure alignment with promotion criteria.

D. Provisional Appointments. For initial salaried faculty appointments only, to all faculty ranks, the EVP may approve in emergency situations a provisional appointment provided:



1. The Department Chair of the SOM, with approval from the Dean of the SOM, or Dean of the SHP must provide to the EVP, in care of FAPD, a written reason for requesting provisional status for a potential new faculty member. The EVP must be given at least five (5) working days to respond with approval or disapproval.
2. The maximum provisional appointment period will not exceed three (3) months. In special situations the EVP may approve one extension of three (3) months. All faculty approved for provisional appointments must still submit all requirements for appointment as outlined under Policies and Procedures for Faculty Appointment, prior to expiration of their provisional appointment.
3. The required clinical credentials must be complete prior to the beginning of any clinical activity including direct patient care, consultation or preceptorship.
4. The EVP notifies the prospective faculty member by letter of the provisional appointment stating: a) termination date, b) that the full appointment/credentialing process must be completed by such date, and c) compensation payments will automatically cease by such date and ODU will have no continued contractual obligation beyond such date unless a permanent appointment has been approved.
5. The non-binding offer letter may not refer to provisional appointments.
6. New Faculty will not be added to the payroll until the EVP has approved provisional status and the letter referred to in 4 above has been sent to the prospective faculty member. Retroactive pay (prior to the date of EVP's approval) will not be granted.

## GUIDELINES FOR APPOINTMENT AND PROMOTION OF EVMS FACULTY

### A. Introduction

The criteria for appointment and promotion requires that EVMS Faculty fulfill their assigned responsibilities in teaching, clinical care, research/discovery and administration/service, with a level of expertise befitting the rank. All EVMS Faculty including community faculty may seek appointment or promotion in one system with agreement from the faculty member and the Chair as to the role of the faculty member. The guidelines remain general so as to be appropriate for all EVMS Faculty in the School of Medicine (“SOM”) or the School of Health Professions (“SHP”). The allocation of time to each activity should be developed a priori between the faculty member and the Department Chairperson. In turn, when discerning the quality of faculty activity, the Appointments and Promotions (A&P) Committee will consider the faculty member's present rank, level of responsibility, and percentage of time devoted to these activity categories. Finally, criteria for appointment and promotion have been developed to reflect the mission of the EVMS SOM and SHP. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the SOM and/or SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy.

### B. Thresholds for Appointment and Promotion to Associate Professor or Professor

In order to affirm the multiple roles that EVMS Faculty (salaried, non-salaried, and community faculty) contribute to the school’s mission and vision and for our community, all faculty pursue **one pathway toward promotion**, using an expanded description of activities in each area that will provide a clear opportunity for promotion of faculty who contribute in one or more areas of faculty endeavor.

The criteria for documentation are described in three levels, referred to as impact rankings: 1- competent, 2- meritorious and 3- excellent.

*Appointment and Promotion to Associate Professor* will require a sum of impact rankings of four, **in at least two domains** (teaching, clinical care, research/discovery and administration/service). Promotion would be considered with domain rankings of:

- 3 in one domain and a 1 in another
- 2 in two domains
- 2 in one domain with a 1 in two others
- 1 in four domains would not be considered adequate for promotion
- Local and regional recognition

*Appointment and Promotion to Professor* will require a sum of domain impact rankings of six **in at least two domains**. Promotion would be considered with domain rankings of:

- 3 in two domains
- 3 in one domain, 2 in another domain and 1 in yet another domain
- 2 in three domains would not be considered adequate for promotion
- National or international recognition

## C. Faculty Accomplishments

### Scholarly Activity

#### 1. Definition

Scholarship is the generation of new knowledge or mastery and application of existing knowledge aimed to advance one of the following: (1) the understanding of basic scientific principles; (2) the practice of clinical medicine; or (3) the effectiveness of educators. Scholarship can occur in each area of faculty responsibility: teaching, clinical care, research/discovery and administration/service. In addition, scholarship requires the dissemination of such knowledge/application for the benefit of others in a fashion that is tangible and can be peer-reviewed and documented.

#### 2. Evidence of Scholarly Activity

Below are examples of scholarly activity. When documenting activity under each example, a faculty member should include the list of information given under each example to describe the activity fully. An alternative to listing of requested information is to provide a narrative of a contribution or activity.

##### a. Publications

List publications including author, title, year of publication, journal and pages. The candidate may indicate the number of times a work has been cited or other information that gives an indication of its impact.

##### 1) Full-length publications

- (a) Peer-reviewed articles
- (b) Non-peer-reviewed articles
  - (i) Book chapters
  - (ii) Reviews
  - (iii) Case reports
  - (iv) Articles in lay publications
  - (v) Procedures/protocols
  - (vi) Electronic media
- (c) Books, monographs

##### 2) Presented Abstracts

- (a) Peer-reviewed articles
- (b) Non-peer-reviewed articles

##### b. Presentations

List actual presentations, indicating whether the presentation was invited, the target audience, and whether the meeting was international, national, regional, or local.

- 1) Oral presentations
  - (a) Plenary
  - (b) Workshop
  - (c) Seminars
- 2) Poster presentations
- 3) Discussant
- 4) Session Chairs

**c. Patents**

List patent applications and the status of each, providing the following:

- 1) Title
- 2) Inventors
- 3) Brief description
- 4) Disposition
- 5) Impact

**d. Clinical Investigation and/or Clinical Trials**

Indicate the level of involvement/contributions to the planning, implementation, and/or reporting beyond contributing patient care, records, etc., of each.

**e. Development of Original Clinical Programs and/or Techniques**

- 1) Brief description, including goals
- 2) Target population
- 3) Impact
- 4) Nature of dissemination

**f. Development of Original Teaching Tools, Methods**

- 1) Description of product, including objectives
- 2) Level of involvement
- 3) Target audience
- 4) Copyright status
- 5) Impact
- 6) Nature of dissemination

**g. Mentoring of Future Scholars**

Mentoring comprises a one-on-one relationship between a faculty member and a student, or between senior and junior faculty that is both comprehensive and time intensive. The mentor may assist the student or junior faculty in career development issues as well as regular and frequent guidance in research, education program design and

implementation, clinical skills development, and professional values acquisition. For each mentorship, please list:

- 1) Level of trainee mentored
  - (a) Student (if an advisory committee is involved, the candidate will indicate whether they were the Chair or a member of the committee)
    - (i) Thesis (Dissertation)
    - (ii) Non-thesis
  - (b) Resident
  - (c) Fellow
  - (d) Visiting Scientist
- 2) Duration of mentoring
- 3) Accomplishment of scholarly activity by the trainee during the training interval
- 4) Current position of the trainee

**h. Scholarly Involvement in Professional Societies/Organizations**

Provide the level of involvement:

- 1) Officer/director of a scholarly society
- 2) Membership on advisory boards
- 3) Membership on editorial boards
- 4) Reviewer for journal
- 5) Reviewer for funding agency
- 6) Member of organizing committee for a scholarly meeting

**i. Consultancies**

**j. Serving as a Visiting Professor**

- 1) Site
- 2) Date of visit
- 3) Who invited the candidate?
- 4) Contribution of candidate

**k. Recognition for Scholarship**

- 1) Recognition
- 2) Date
- 3) Awarded by
- 4) Award received for

## D. Types of Evidence in the Four Faculty Roles

### 1. Teaching Accomplishments

Teachers don't just convey revealed knowledge but encourage the development of an inquiring mind. Teachers instruct in identifying new discoveries related to their discipline, translate basic and clinical observations into practice, integrate the connections of their discipline with other disciplines within the school and communicate professionally outside of the school. Teachers assess their learners' needs, and provide the most effective environment for their learners to integrate the new knowledge and its complicated relationships into their current understanding and practice. Teachers today have the advantage of the explosion in new technologies that can facilitate the acquisition of knowledge and its application that may be incorporated in enhancing the learning experiences of the student of today. The challenge to teachers in the information age is to transform their focus from content to focus on their learners; from information transfer to conditions for learning, moving from abstractions to application, from narrow specialties to broad grasp of complexities, from isolated work to collaboration.

#### **Level 1. These activities should be recognized locally as being competent.**

- Active participation in teaching activities of the department, such as a series of educational presentations, or coordinating a course
- Delivery of educational materials to students, residents, trainees, research fellows or peers in health professions training program
- Instructs in laboratory sessions for health science students
- Facilitates small group sessions for medical students, health science students, residents/fellows
- Serves as LGM Instructor
- Presents teaching rounds or patient conferences
- Supervises trainees performing outpatient or inpatient clinical service
- Participates in teaching or supervision of medical students or graduate students or residents/fellows
- Participates in postgraduate or continuing education courses that serve a local audience
- Receives satisfactory evaluations from learners or peer reviewers Demonstrates commitment to enhancing educational skills by participating in courses, conferences, workshops, on-line learning experiences, etc. related to one's educational responsibilities
- Serves as Advisor for medical student, health sciences student, postgraduate student or resident/fellow

#### **Level 2. These activities should be recognized locally or regionally as being meritorious.**

- Prepares curriculum material (new courses, syllabus materials, Blackboard materials, etc.)
- Supervises or coordinates the teaching by other faculty, residents or graduate students (i.e., Course or Unit director)

- Develops innovative approaches to improving students/resident learning and the enhancement of learning experiences (e.g., implements integration across disciplines; explores impact of innovation on learners' accomplishments)
- Develops or directs a postgraduate or continuing education course that serves a regional audience
- Invited to make presentations at the state or regional level
- Invited presenter at other institutions of higher education (i.e., universities, medical centers, health profession schools) or research and development facilities or institutes (i.e., NIH, Harvard-Macy, Max Planck Institute, etc.)
- Develops and participates in the teaching of major portions of a graduate course
- Supervises graduate students (Masters or PhD), MPH thesis for students in MD/MPH programs, serves as a project mentor for MD student or resident/fellow scholarly activity or research project requirement
- Demonstrates meritorious teaching ability as measured by learner evaluation and peer review
- Receives a local teaching award

**Level 3. These activities should be recognized regionally, nationally or internationally as excellent.**

- Develops a course, curricular component, educational software, or evaluation materials that are used regionally or nationally
- As course leaders, acknowledged by LCME or SACS reviewers as demonstrating 'best practices.'
- Invited to organize and participate in a symposium or plenary session at a regional or national educational meeting
- Initiates and collaborates with colleagues at multiple institutions in major presentation at regional or state level (symposia; preconference workshops)
- Identifies exemplary 'best practices' from other institutions, adapts practices for EVMS curriculum, implements innovative approach to curriculum delivery and evaluation
- Implements inter-professional educational experiences that address leading community health needs; demonstrates improved educational outcomes.
- Supervises a training program, residency program or fellowship and achieves recognition of supervisory authority.
- Receives a regional or national teaching award
- Nominated to and serves on national professional organization's education task force or initiative
- Invited to be a Visiting Professor at other institutions
- Provides educational leadership by serving as Editor of textbooks, journals or editorials.
- Achieves funding of innovative educational program through national or international funding agency

- Publishes educational works in peer-reviewed journals, television or radio or electronic sites
- Develops educational and evaluation tools acknowledged as advancing field in disciplinary or interdisciplinary teaching and evaluation.
- Citation by news bulletins, etc., of professional organizations

## **2. Research/Discovery Accomplishments**

Research takes many forms. Traditional biomedical researchers strive to enhance our understanding of the fundamental mechanisms underlying health and disease. Translational and clinical researchers aim to take these findings from bench to bedside and provide new tools and treatments to improve patient care. Public health is enhanced by the work of epidemiologists, behavioral scientists, and social scientists who identify areas of need and provide evidence in support of the most effective therapies. Educational research identifies the best methods and tools for imparting knowledge to our students, and administrators use research methodology to improve practices in their areas of expertise.

### **Level 1. These activities should be recognized locally as being competent.**

- *Extramural Funding:* PI on foundation grants, PI for product/device donation to support research, co-investigator on indirect cost bearing grant
- *Publications:* 1-2 journal articles/year in mid-tier journals with mid-tier impact, case reports, multiple articles as middle author (assumes 100% effort to research)
- *Communications:* Invitations to speak at EVMS, hospitals, other academic/medical facilities, professional meetings in the Hampton Roads area; invitations to speak locally to the lay public; presentation of submitted (non-invited) abstracts
- *Patents:* Author on a submitted (pending) patent
- *Clinical Trials and Methods:* Participation as a listed investigator
- *Mentoring in Research:* Primary faculty involved in training a student in research
- *Service in support of Research:* Membership in professional societies; grant and manuscript reviews on an ad hoc basis

### **Level 2. These activities should be recognized locally or regionally as being meritorious.**

- *Extramural Funding:* PI on indirect cost bearing grant to support research and PI salary for effort on this project
- *Publications:* 2-3 journal articles/year in mid-tier journals with mid-tier impact or 1 journal article/year in top journal with high impact (assumes 100% effort to research; only consider those where candidate is listed as 1<sup>st</sup> or last author)
- *Communications:* Invitations to speak at universities, hospitals, other academic/medical facilities, professional meetings, to the lay public outside Hampton Roads but within our region/nationally
- *Patents:* Author on an issued patent or multiple submitted patents
- *Clinical Trials and Methods:* Participation as site principal investigator
- *Mentoring in Research:* Primary faculty involved in training multiple students in research, involvement in training program, recognition/invitations for training at a regional/national level, service on student committees



- *Service in support of Research:* Active participation in professional societies; regular service as grant and manuscript reviewer

**Level 3. These activities should be recognized regionally, nationally or internationally as excellent.**

- *Extramural Funding:* PI on indirect cost bearing grants to support research and PI salary for total effort devoted to research; evidence of sustained support at this level
- *Publications:* 3-4 journal articles/year in mid-tier journals with mid-tier impact or 2 journal articles/year in top journals with high impact (assumes 100% effort to research; only those where candidate is listed as 1<sup>st</sup> or last author)
- *Communications:* Invitations to speak at universities, hospitals, other academic/medical facilities, professional meetings, to the lay public nationally/internationally
- *Patents:* Author on a patent which has been licensed and/or generates revenue for EVMS
- *Clinical Trials and Methods:* PI or Co-Investigator with a significant role in trial design, implementation, and/or acquisition of funding
- *Mentoring in Research:* Primary faculty involved in training multiple students in research, director of a training program, recognition/invitations for training at a national/international level, Chair of student committees
- *Service in support of Research:* Regular service to professional societies as committee chair or in other leadership positions; associate editor/editorial board member; member of standing grant review panel

Awards: The significance of any award for research activities should be evaluated based on the prestige of the group or organization bestowing it.

### **3. Clinical Care Accomplishments**

The scholarly and service activities of clinical faculty within an academic setting can take many forms and includes activities that go beyond relative value units (RVU's). In short, academic clinicians must do more than simply practice medicine. They should continue to add academic value by seeking new knowledge, improving patient outcomes and standards of care. They should aspire to reflect, measure and disseminate this information with patients, colleagues and students both within and across disciplines. Through such persistent efforts the academic clinical faculty contribute greatly to the mission and reputation of the SOM locally, nationally and internationally. Clinicians that successfully combine their roles as teachers, mentors, researchers and administrators are worthy of recognition and promotion at EVMS. By opening their practices to such academic principles and our community of learners these professionals overtly demonstrate the centrality of the doctor-patient relationship to the healing arts. It is important for each candidate seeking such recognition and promotion to appropriately document the scope and breadth of their scholarly and service activities at a level commensurate with their intended promotional rank. For guidance purposes a non-exhaustive list of examples of some of the varied forms that clinical scholars can demonstrate their academic achievements at each of the three promotional levels has been included. It is important to note that the promotions committee considers each completed package upon the weight of the accumulated and documented evidence that such levels have been achieved.

**Level 1. Candidates must demonstrate competency of achievements at local or institutional levels as being competent.**

- Demonstrates competence as defined by attaining/maintaining educational and/or professional accreditations/ Board Certifications (NCCPA, NSAA, ACGME, ABMS etc...) in areas such as (but not limited to) patient care, diagnostic, procedural and other clinical related activities
- Consistently rated highly by students, residents, fellows and faculty
- Provides evidence of consulting and collaborating at local levels
- Actively coordinates or develops additive activities within the academic unit or practice group
- Provides evidence of being a contributing/active member in specialty/subspecialty professional groups and societies
- Provides evidence of high rating of periodic validated patient experience surveys
- Consistently meets objective clinical/departmental benchmarks demonstrating quality care standards (length of stay, complication rate, utilization parameters, etc.) as compared to peer groups
- Provides evidence of providing a minimum of 50 hrs/year community clinical service/care to underserved /indigent /special needs populations in support of EVMS activities and missions
- Provides evidence of reflective self-evaluation and assessment to improve performance within the scope of practice
- Provides evidence of being a consistent life-long learner through activities such as faculty development, CME and other professional development sessions

**Level 2. Candidates must demonstrate evidence that achievements have risen to the level of being recognized at regional and state levels as being meritorious.**

- Demonstrate competency as defined by attaining meritorious/advanced educational or professional accreditations/awards or recognitions by academic groups and organizations (AOA faculty recognition, Special certifications/programs, Fellowships, Continuing education certifications/degrees)
- Provides evidence of consulting and collaborating regional level by peers
- Evidence of meritorious recognition as a regional specialist via letters of reference, awards, requests to write review
- Actively serving in leadership positions on regional/prestigious clinical committees (state guidelines, academic reviewer etc.)
- Recognized by media publications at local & state level (“Best Doctors” surveys) for clinical care (note: this cannot include monetarily attained listings or self-promotion vehicles)
- Offers a unique clinical service in local/state/regional area as measured by colleagues, learners and/or patients
- Coordinates and develops collaborations across medical disciplines/fields of practice
- Consistently exceeds clinical benchmarks (length of stay, complication rate, utilization parameters, etc.) compared to peers

- Provides evidence of holding active and persistent committee/subcommittee/ officer involvements in multiple specialty/subspecialty of regional societies
- Participates regularly in regional guideline development groups or protocol or SOP development panels
- Directs clinical or professional program or QI initiatives that have resulted in evidence showing improved educational or patient care outcomes
- Serves as an officer of the hospital medical staff
- Develops and disseminates a unique clinical program, diagnostic test, or intervention that has local or regional impact
- Provides evidence of superior results of periodic patient experience surveys
- Presents multiple examples of unsolicited recognition from patients, institutions and peers for meritorious clinical skills & professionalism behaviors
- Consistently exceeds group/department productivity/strategic goals (Not RVUs)
- Evidence of providing a minimum of 200 hrs./yr. of community clinical service/care to underserved /indigent /special needs populations
- Presents evidence of being consistent and persistent as at reflective self-evaluation and assessment to improve performance within the scope of practice and mentoring others in such activities of growth
- Presents evidences of being a consistent and persistent life-long learner who goes above and beyond the minimum standard (as compared to peers) to engage in regular activities such as faculty development, CME and other professional development sessions

**Level 3. Candidates must demonstrate evidence that their activities are recognized nationally or internationally as consistently excellent.**

- Demonstrates outcomes and impact of clinical, educational or professional programs they have developed and implemented
- Presents evidence as an established consultant and collaborator at national or international levels
- Provides evidence that the scope of their clinical or professional practice has achieved consistently excellent feedback by multiple peers at national or international level
- Serves on national/international clinical committees (guidelines, peer review, etc.)
- Is recognized by media publications at national or international levels (“Best Doctors” surveys) for clinical care or professional achievements (note: this cannot include monetarily attained listings or self-promotion vehicles)
- Provides evidence of consulting and collaborating at national and international levels
- Presents evidence of a unique clinical program, diagnostic test, or interventions developed that has had widespread and national/international impact
- Contributes significantly to board examination (i.e., board examiner, item test writer) in specialty/subspecialty
- Receives exceptional recognition by specialty/subspecialty society (Mastership or equivalent) or Fellowship in multiple societies
- Participates in national and international guideline setting or protocol writing panels

- Is elected to a significant leadership role in clinical or professional societies
- Receives outstanding recognition by grateful patients, institutions or societies for excellence in clinical care. May consist of special awards, endowments or substantial impact to EVMS mission and the community of scholars.
- Provides exceptional amounts of community clinical care to underserved /indigent /special needs populations in excess of 400 hrs./yr.
- Makes broadly impacting clinical contributions internally and externally appropriate to the mission of the institution its students, faculty or staff

#### **4. Administrative/Service Accomplishments**

##### **Level 1. These activities should be recognized locally as being competent.**

- Demonstrates skills in managing activities or programs
- Serves on School or hospital committees
- Conducts tests, procedures or data handling in support of a clinical or service laboratory

##### **Level 2. These activities should be recognized locally or regionally as being meritorious.**

- Independently develops or directs a major program/project/research laboratory
- Oversees, directs and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Oversees a major research project as Principal Investigator or Co-investigator, which involves management of personnel and finances
- Offers major collaborative services with other faculty in attracting external funding not achievable without the administrator's contributions.
- Serves as an officer in state or local professional society
- Serves as an Assistant or Associate Dean or other administrative appointment (i.e., Chairperson, Vice or Associate Chairperson of a department)
- Serves as a Program Director, Clerkship Director or other position related to the mission of the School that involves significant time in administrative activities, such as program development scheduling, evaluation, documentation of unit activities.
- Consults nationally regarding service-related activities
- Chairs medical subspecialty or professional society committee
- Chair a school or hospital committee
- Attracts substantial gifts or endowments to the School
- Serves as a regular or Ad Hoc member on a national research or clinical review committee
- Performs a service for the community or organizations within the community that are not directly associated with the School

##### **Level 3. These activities should be recognized regionally, nationally, or internationally as excellent.**

- Serves as an officer or major committee member/chair on regional or national professional society
- Chairs a departmental faculty search committee

- Chairs a major committee (i.e., Admissions, Student Affairs, Appointments and Promotions, etc.)
- Serves as section chief, director or leader of a clinical area
- Recruits external funding for innovative programs in the school

## **POLICIES AND PROCEDURES FOR EVMS FACULTY PROMOTION**

### **I. INTRODUCTION AND POLICY**

Promotion to a higher rank is primary recognition of excellence. Such excellence may be demonstrated in all academic domain areas (teaching, clinical care, research/discovery and administration/service). Promotion to a higher rank implies recognition by an EVMS Faculty member that, concurrent with the honor and privileges awarded, there are continuing obligations to academic excellence, professional growth and service. Promotion shall occur only after an exhaustive evaluation has been made of the candidate's merits. It is the Policy of ODU that EVMS Faculty promotions shall be made in accordance with the applicable Standards of Excellence, the Appointment and Promotions Guidelines, and the framework outlined in this Policy. This Policy only applies to "EVMS Faculty" defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School Of Medicine ("SOM") and/or EVMS School of Health Professions ("SHP"). All references to "faculty" herein mean EVMS Faculty as defined in this policy.

### **II. FACULTY PROMOTION PROCEDURES**

A. Ongoing Evaluation. Each Departmental Chair of the SOM and the Dean of the SHP should make promotion expectations explicit for each faculty member at the time of initial recruitment and appointment, with reiteration and/or modification of these expectations at subsequent annual reviews. These explicit expectations should guide faculty toward their promotion. For these expectations to be achievable, there should be demonstrable opportunity for faculty members to allocate necessary time to these objectives, and promotion should be considered within a reasonable period of time. A faculty member's progress toward meeting these objectives will be judged in accordance with the faculty member's percentage of effort directed toward teaching, clinical care, research/discovery and administration/service. Annual reviews at which Department Chairs of the SOM (or designee) and the Dean of the SHP meet with individual faculty to discuss faculty accomplishments, plans for the coming year, and progress toward promotion, are critical to this process. The annual meeting between Department Chair of the SOM or Dean of the SHP (or their designees) and faculty member should result in documentation of all explicit agreements regarding allocation of effort, goals, plans, and performance expectations. At the time a candidate is proposed for appointment and/or promotion, the Department Chair of the SOM or Dean of the SHP's letter for the faculty candidate should summarize departmental expectations and goals, and clearly indicate the faculty member's percentage of allocated effort in teaching, clinical care, research/discovery and administration/service.

B. Time Frame. Promotion to Associate Professor usually requires between 4 and 6 years following initial appointment at the rank of Assistant Professor. Promotion to Full Professor usually occurs between 5 and 7 years after first appointment as Associate Professor. There are no time limits on these promotions.

C. Promotions Process. Promotions at the ranks of Instructor and Assistant Professor are not considered by the Appointments and Promotions Committee. At these levels, promotions are reviewed by the Vice Dean for Faculty Affairs and Professional Development ("FAPD"), the Dean of the SOM, if applicable, and approved by the EVP following receipt of the appropriate materials from the Department Chair of the SOM or Dean of the SHP. Nominations for promotion at the Associate Professor or Professor ranks are considered by the Appointments and Promotions Committee. Following is an outline of the general process for promotion to all ranks.

1. Initial and annual evaluation by the Department Chair of the SOM or Dean of the SHP. Documentation should include time allocation to the areas of teaching, clinical care, research/discovery and administration/service.
2. Candidate identified for promotion in a Department.
3. Candidate submits required documents to the Department Chair of the SOM or Dean of the SHP.
4. Department Chair of the SOM or Dean of the SHP obtains letters of reference.
5. [Optional] Nomination sent to Departmental Promotions Committee for consideration.
6. [Optional] Recommendation from Departmental or School of Health Professions Promotions Committee to the Department Chair of the SOM or Dean of the SHP.
7. Nomination package forwarded by the Department Chair of the SOM or Dean of the SHP to the Executive Vice President (“EVP”) in care of FAPD.
8. Nomination reviewed by FAPD to assure necessary information is submitted.
9. Nominations at the Instructor/Assistant Professor ranks are reviewed by the Vice Dean for FAPD, the Dean of the SOM, if applicable, and approved by the EVP
10. For the ranks of Associate Professor and Professor, the EVP forwards the nomination package to the Appointments and Promotions Committee in care of the FAPD.
11. Nomination reviewed by Appointments and Promotions Committee, the Dean of the SOM, if applicable, and recommendations forwarded to EVP for review and approval.
12. If approved, FAPD sends letter of confirmation to faculty member and to Department Chair of the SOM or Dean of the SHP.

D. Promotion Nomination Package Required Checklist

1. Department Chair of the SOM or Dean of the SHP Letter
  - a. Rank at which candidate is being proposed.
  - b. Time in current rank.
  - c. Description of candidate’s assigned duties, job description, annual breakdown of percentage of time allocated to the following areas: teaching, clinical care, research/discovery and administration/service. Also comment on major changes, if any, in time allocation in these four areas during the candidate’s time in current rank.
  - d. Department Chair of the SOM or Dean of the SHP evaluation of candidate’s ability, experience, accomplishments and performance (i.e., outstanding, excellent) in each of the four areas mentioned above.

2. Letters of Recommendation. Letters of recommendation provide important perspective on the fulfillment of criteria for the candidate seeking promotion. The external and/or internal letters of recommendation are requested and obtained by the Department Chair of the SOM or Dean of the SHP and should place the academic and scholarly activities of the candidate in context of other academic institutions. A faculty candidate for promotion is not permitted to solicit any letters of recommendation or contact the internal/external referees regarding the letters of recommendation. Letters should be obtained from well-qualified scientists, scholars, educators and clinicians who are able to provide a fair and objective evaluation of the candidate’s work. In general, a potential external referee should have at least an “arms-length” relationship with the candidate. The nature of the professional relationship of the candidate and the potential referee must be specified in the letter. Such letters should document how long and in what capacity the individual knows the candidate, a candidate’s qualifications and professional expertise for a promotion.

Letters should be addressed to the Department Chair of the SOM or Dean of the SHP. Specifically, letters of recommendation should:

- Define the relationship between the referee and the candidate
- Reflect on the teaching engagement and skills of the candidate (if relevant)
- Comment on the commitment to clinical practice (if relevant), especially during the period for most recent appointment or promotion
- Address the extent and relevance of scholarly productivity, including strengths and weaknesses
- Reflect on the leadership abilities, qualities and reputation of the candidate, whether in a local, regional or national/international setting
- Comment on the institutional and professional service contributions of the candidate
- Provide perspectives on the character, skills, productivity, leadership, scholarly context or other qualities of the candidate, especially in relation to expectations at peer academic institutions
- Any additional insight that may be helpful to the Appointment and Promotion Committee regarding the candidate's promotion and/or academic appointment

It is not expected for every letter of recommendation to address each aspect noted above, nor would the reflective referee be able to do so. Consequently, to ensure all of these areas are appraised, it is necessary for the candidate to have at least three letters in support of the nomination for promotion from various referees.

- a. For Assistant Professor:
  - i. Three internal and/or external letters are required. They should be obtained from training directors, faculty members at the training institution or other professionals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
  - ii. They should document the candidate's competence in one domain area and participation in at least another domain area of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)
- b. For Associate Professor:
  - i. Three external letters are required. They should be obtained from individuals with an academic appointment at an equivalent or higher rank than that for which the candidate is being proposed
  - ii. They must come from three different institutions
  - iii. One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent or higher rank
  - iv. In addition, up to three recommendation letters can be obtained from faculty or department Chairs of the SOM
  - v. They should address how the candidate is recognized regionally or nationally
  - vi. They should document the candidate's meritorious contributions in one or more domain areas and/or competence in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)



- c. For Professor:
  - i. Three external letters are required. They should be obtained from individuals at an equivalent rank for which the candidate is being proposed.
  - ii. They must come from three different institutions, at least two from outside the Commonwealth of Virginia.
    - (1) One letter may come from the Commonwealth of Virginia, but outside ODU
    - (2) One letter may come from an individual who holds a position within institutes/organizations such as the NIH and has previously held an academic appointment at an equivalent rank
  - iii. In addition, up to three recommendation letters can be obtained from faculty or department Chairs of the SOM
  - iv. They should address how the candidate is recognized nationally or internationally
  - v. They should document excellence in one or more domain areas and meritorious contributions in other domain areas of assigned responsibility. (i.e., teaching, clinical care, research/discovery and administration/service)

2. Curriculum Vitae and Additional Required Information. For the purpose of promotions, the candidate should provide the information requested on the Curriculum Vitae form, available from FAPD <https://www.evms.edu/facultyaffairs>. In addition, the candidate should provide additional information not already included in the Curriculum Vitae format as required for documentation of scholarly activity as outlined in the Guidelines for Appointment and Promotion of EVMS Faculty. All candidates should compile and attach a portfolio on each area (teaching, clinical care, research/discovery and administration/service) in which the individual has time allotted, documenting evidence of quality of teaching, assessments of clinical service and research, and contributions to the department and school.

## **FACULTY TENURE POLICY**

### **I. INTRODUCTION AND POLICY**

A decision to award tenure allows ODU to retain its best faculty and preserve academic freedom. ODU extends tenure to EVMS Faculty being promoted to the rank of Professor or Associate Professor based on the merit of the EVMS Faculty member and the needs of the EVMS School of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”) in accordance with this Policy. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services in the SOM or the SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy.

### **II. TENURE ELIGIBILITY AND CRITERIA**

A. Tenure Definition. Tenure relates to faculty rank and salary and is the status granted to qualified faculty members which is reviewed at five-year intervals and which protects faculty from dismissal, except for Cause as set forth in the Grounds for Dismissal of Faculty Policy.

B. Length of Service Requirements.

1. Initial appointees at the rank of Associate Professor (and EVMS Faculty members promoted to the rank of Associate Professor) may be considered for tenure after three (3) years of service as an EVMS Faculty member at the rank of Associate Professor.

2. Initial appointees at the rank of Professor may be considered for tenure after two (2) years of service as an EVMS Faculty member at the rank of Professor.

3. Department Chairs of the SOM, the Dean of the SOM, or the Dean of the SHP at the professorial level may be considered for tenure at the time of initial appointment.

4. The foregoing probationary periods may be modified or waived upon recommendation of the Departmental Chair of the SOM, with approval by the Dean of the SOM, or for SHP, with the approval of the Dean of the SHP and with the concurrence of the Tenure Committee, the Executive Vice President (“EVP”), the Board of Directors. After the passage of these probationary periods of appointment and review, tenure may be granted or the faculty member may remain on a term contract basis with the institution applicable to all other non-tenured faculty.

5. Tenure is unrelated to the administrative position of a Department Chair or Program Director.

6. The terms and conditions of every tenure appointment and any revisions will be stated in writing at the time of the appointment, be provided to the affected EVMS Faculty member, and be made a part of the academic faculty file.

7. A tenured EVMS Faculty member relinquishes appointment with tenure upon resignation or termination of employment from ODU.

C. Eligibility

1. Full-time faculty in the Basic Science Departments and School of Health Professions are eligible to be considered for tenure and with full base salary. Full base salary is defined as the current level of compensation (not including incentive or bonus pay) for an EVMS Faculty member, but not to exceed the average salary of the tenured faculty within the relevant rank and department.

2. Full-time faculty in the Clinical Science Departments at the rank of Associate Professor or Professor are eligible to be considered for tenure. For the purposes of tenure, the base salary for clinical faculty is defined as the current average base salary support provided to the appropriate rank and department in the SOM or SHP.

**D. Criteria For Tenure Appointment.**

1. EVMS, to encourage all EVMS Faculty members to achieve excellence in major academic activities, may award tenure to EVMS Faculty members at the rank of Associate Professor or Professor, provided a departmental or SHP tenure position is available in the appropriate department or SHP and the Department Chair of the SOM or Dean of the SHP so recommends.

2. Tenure decisions are based on rigorous standards of quality of performance. Therefore, all tenure decisions shall involve high academic unit standards and shall also involve comparisons of the qualifications of the candidate for tenure with the qualifications of those faculty who are at a similar stage in their careers and who might be available to the academic unit. Consistent with these guidelines, under which tenure is a privilege that is awarded by the institution in recognition of distinguished performance, the question to be asked when faculty members are considered for promotion to tenure is not whether that have performed adequately or even well during their previous years of their faculty appointment whether they have achieved distinction in their field and show promise of continued professional growth. The criteria used for awarding tenure include a higher level of effectiveness in four (4) areas:

- a. Research/Discovery and publication;
- b. Teaching;
- c. Patient care; and
- d. Administration/Service.

3. The applicant must demonstrate excellence in at least two (2) of the foregoing four (4) areas.

4. The Department Chair of the SOM or Dean of the SHP must demonstrate that there is a need for the knowledge and skills of the candidate in the departmental/school program, and that such knowledge and skills will enable the department/school to substantially assist the EVMS to achieve its mission.

**III. TENURE APPOINTMENT AND REVIEW**

A. Tenure Committee. The Tenure Committee is charged to evaluate faculty for tenure and post-tenure reviews. The Tenure Committee shall be appointed by the EVP and shall consist of nine (9) tenured faculty members who shall serve for three-year terms.

**B. Initial Tenure Review and Appointment Procedures.**

1. Each nomination for an initial review of faculty tenure status must originate with a letter of nomination from the Department Chair of the SOM or Dean of the SHP addressed to the EVP, in care of Faculty Affairs and Professional Development (“FAPD”).

A letter of nomination should contain the following documentation:

- a. Description and evaluation of the candidate’s teaching abilities and responsibilities.
- b. Evaluation of the quality, originality, and significance of the candidate’s research. A description of work in progress and relevant sources of funding should be included.

- c. Description and evaluation of administrative and other services to the department and ODU.
- d. Description of the role of the candidate in the department's program and the effect of the Institution's long-term commitment to the faculty member on the balance of skills required for a well-ordered department.
- e. Letters from faculty/students of the SOM or SHP knowledgeable of the faculty member's qualifications should accompany the letter of the Department Chair of the SOM or Dean of the SOM or SHP. In addition, a list of four professional colleagues, external to ODU, knowledgeable of the candidate's qualifications should be provided. The EVP through the office of FAPD will contact at least two of them for recommendation relating to the nominee's candidacy for tenure.
- f. Summation of the grounds on which the recommendation is based.

2. For EVMS Faculty who are also being nominated for promotion, the nomination package shall be submitted to the Appointments and Promotions Committee first to ensure that faculty nominated for tenure and promotion meet the guidelines for promotion/rank. Promotions will be considered as outlined in the Policies and Procedures for Faculty Promotion.

3. Promotions approved by the Appointments and Promotions Committee, and nomination packages for eligible faculty without a request for promotion, will be sent to the Tenure Committee for review.

4. Recommendations of the Tenure Committee will be sent to the Dean of the SOM, if applicable, to the EVP, and if approved, to the President for presentation to the Board of Directors.

5. If the determination of the Board of Directors is in favor of tenure, the Chair of the Board of Directors shall forward the faculty member's name to the Board of Visitors for final approval.

### C. Post-Tenure Review

1. All tenured faculty will undergo a post-tenure review at five-year intervals for approval of tenure for an additional five-year period.

2. The Department Chair of the SOM or Dean of the SHP shall submit a letter addressed to the EVP for submission to the Tenure Committee through the office of FAPD for review that outlines the basis for the original (or previous) award of tenure, the faculty member's accomplishments, and an assessment with documentation of whether the tenured faculty member's performance was consistent with the criteria for tenure. For a Department Chair of the SOM or Dean of the SOM or SHP, such assessment will be done by the EVP.

3. The Tenure Committee will be notified and will consider in its review any annual reviews with a summary evaluation lower than "meeting expectations."

4. It is recognized that standards for tenure may change over time. As we improve our quality standards for faculty performance, faculty who may have qualified for appointment, promotion or tenure previously may not meet more current standards. As we state and invoke higher standards, however, we should avoid unfairness to previously appointed faculty member, which might be caused by retroactive application of higher standards without reasonable time and opportunity to meet these standards.

5. The recommendation of the Tenure Committee will be sent to the EVP for approval.

6. If the recommendation of the Tenure Committee is that tenure should not be awarded after its post-tenure review, and the EVP approves the recommendation, the faculty will have a grace period not exceeding two years to redress tenure deficiencies. If after this grace period, the faculty member has not

successfully redressed their deficiencies as determined by the Tenure Committee and approved by the EVP, contractual obligations for faculty without tenure shall apply.

## **GROUNDINGS FOR DISMISSAL OF EVMS FACULTY**

The appointment of tenured and non-tenured EVMS Faculty may be revoked and terminated and the faculty member dismissed from the faculty during the term of their appointment for any one of the following reasons or grounds. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty or Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the EVMS School of Medicine (“SOM”) and/or EVMS School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

### **Dismissal for “Just Cause”**

Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the EVMS Faculty member in their professional capacity as a teacher, researcher, or provider of patient care. Dismissal will not be used to restrain the faculty member in the exercise of academic freedom or other rights of an American citizen.

EVMS Faculty members holding tenured or non-tenured faculty appointments may be dismissed during the term of their appointment for “Just Cause” only after a hearing conducted by their Department Chair of the SOM or Dean of the SHP with a right of appeal through the EVMS Faculty grievance process. “Just Cause” is defined as any act or patterns of behavior considered to be seriously detrimental to the interests of ODU, the SOM or the SHP, its faculty, its students, or its employees, including, but not limited to, the following:

1. Neglect of duty, including, but not limited to, serious violation of faculty rules for governance or corporate by-laws, rules, and regulations.
2. Violation of generally accepted standards of professional ethics.
3. Material breach of the EVMS Faculty member’s employment agreement.
4. Conviction of a crime deemed to render the faculty member unfit to carry out their professional activities.
5. Professional incompetence.
6. Refusal to perform legitimate work assigned by the faculty member’s supervisor, Department Chair of the SOM or Dean of the SHP.

## **EVMS FACULTY GRIEVANCE POLICY**

### **I. Introduction and Policy**

It is the policy of ODU that all EVMS Faculty be given an opportunity to grieve in accordance with this policy and the procedures outlined herein. Disputes are best resolved amicably and informally through effective communication, and it is required that any Grievant shall have attempted to resolve any dispute in good faith before invoking the grievance process set forth in this policy. Similarly, EVMS Faculty should understand that reviewing a formal grievance will involve a major investment of their colleagues' time and should use the grievance process only to resolve important issues and shall not file malicious or frivolous grievances or otherwise abuse the process. All references to "faculty" herein means EVMS Faculty as defined in this policy.

### **II. Definitions**

For purposes of this policy, the following definitions apply:

*Action* – a decision, action, or inaction, whether written or otherwise, by an ODU administrative officer or body acting in an official capacity.

*Chair* – the Chair of the Grievance Committee who is the Member-at-large of the EVMS Faculty Assembly Executive Committee.

*Committee* – the Grievance Committee

*EVMS Faculty* - Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, research, or administrative services, whether paid or unpaid, in the EVMS School Of Medicine ("SOM") and/or EVMS School of Health Professions ("SHP").

*FAPD* – The Faculty Affairs and Professional Development office.

*Grievable Matters* – matters that are grievable under this policy as outlined in Section III below.

*Grievance* – the formal, written complaint about a Grievable Matter that details the specifics giving rise to the matter and asks ODU to take a formal course of action.

*Grievant* – the EVMS Faculty member filing the Grievance.

*Respondent* – the administrative officer or body whose Action is the basis for the Grievance.

### **III. Grievable Matters and Exclusions**

A. Grievable Matters. A Grievable Matter is a matter that arises when an EVMS Faculty member has been directly and adversely professionally affected by an Action that deviated materially from the existing policies and procedures related to appointment, promotion, tenure and dismissal of EVMS Faculty, or those of ODU, the SOM or SHP, or was arbitrary, capricious, unreasonable, or contrary to the facts.

B. Exclusions. Certain matters that are not EVMS Faculty or academic matters and/or where ODU has a legal duty to address an issue (e.g., matters of discrimination or sexual harassment) are not intended to be Grievable Matters. Specifically, the following are not Grievable Matters:

1. Discrimination, harassment, retaliation, hostile working environment, or workplace violence allegations;
2. The amount or source of compensation including annual increases and co-terminus provisions;
3. Allegations regarding students or student conduct;

4. Any Grievance review or recommendation made by the Committee;
5. Decisions by the ODU Institutional Review Board and the Institutional Animal Care and Use Committee;
6. An act by ODU, pursuant to federal or state law, directive of the Board of Visitors, Board of Directors, or any governing body that regulates ODU, the SOM, or the SHP.

C. Grievable Matter Determinations. Decisions about whether a matter is a Grievable Matter will be made by the Grievance Committee in accordance with Section VII below.

#### **IV. Required Preliminary Steps by Grievant**

A. Exhaustion of Existing Procedures. A Grievant must first timely pursue and exhaust any existing administrative or academic procedures for review of the Action, including an appeal, prior to grieving a matter under this policy. For such matters that include an applicable appeal process, the Grievant must timely file an appeal and the date of the Action shall be considered the date of the final disposition of the appeal.

##### **B. Informal Resolution.**

1. With the exception of non-renewal of EVMS Faculty appointment, matters involving a decision by an ODU administrative body, or matters that have received a final determination through an appeals process, which may proceed with filing a Grievance under Section V, a Grievant who desires to grieve a matter under this policy shall first meet with the Respondent to attempt informal resolution within 60 days of the Action.

2. FAPD will appoint a neutral EVMS Faculty member or staff to attend the informal resolution meeting if requested by either the Grievant or the Respondent. Such person shall act in an advisory capacity only.

3. The Grievant shall provide all relevant documents to the Respondent prior to the informal resolution meeting.

4. If the matter is not resolved to the Grievant's satisfaction after the informal resolution meeting, or if the Respondent refuses to meet with the Grievant after two documented attempts by the Grievant, the Grievant may proceed with filing a Grievance as outlined in Section V.

#### **V. Grievance**

##### **A. Statement of Grievance.**

1. The written statement of Grievance shall not exceed 1000 words and must contain the following elements:

- a. A statement as to the alleged Action, the date of the Action, and how the Grievant has been negatively affected.
- b. A brief history or statement of facts that gave rise to the Grievance.
- c. Identification of applicable policies and procedures on which the Grievance is based, if any.
- d. The date and outcome of any required preliminary steps as outlined in Section IV, if applicable.
- e. An explanation or reference to any attachments that will be included with the Statement of Grievance.
- f. The remedy sought by the Grievant as more specifically described in Section X.



2. The Grievant shall attach all relevant documentation that will assist the Grievance Committee in reviewing the Grievance.

3. The Grievance, including the attachments, shall contain sufficient detail and be clear as to the chronology, events, and basis for the Grievance.

B. Informal Meeting with Chair. A Grievant may contact the Chair to schedule an informal meeting to obtain guidance on their grievance.

C. Filing. The Grievance shall be filed electronically via email with the Chair within 90 days of the date of the Action and must be combined into one PDF document, including attachments. For such matters that have an applicable appeal process, the date of the Action shall be considered the date of the final disposition of a timely appeal. In cases where the Grievant is on approved leave or can demonstrate that the Grievant was unable to meet the Grievance deadline due to mitigating circumstances, the Chair may extend the Grievance filing period in their sole discretion.

## **VI. Grievance Committee**

The President of the EVMS Faculty Assembly shall select four members from the Faculty Assembly to serve on the Grievance Committee in addition to the Chair. The President of the EVMS Faculty Assembly shall consider any conflicts of interest when appointing the Grievance Committee. At any time during the Grievance process, the Chair or Committee may consult with University Counsel's office to seek advice on legal and procedural matters.

## **VII. Initial Review by Grievance Committee**

A. Initial Review. Within 60 days of receipt of the Grievance, the Grievance Committee shall review the Grievance to determine whether:

1. The subject of the Grievance is a Grievable Matter in accordance with Section III;
2. The requested remedy is within ODU's power to grant, is reasonable and appropriate, and would not disregard any ODU, SOM or SHP policy or procedure if implemented in accordance with Section X;
3. The Grievance has been timely filed in accordance with Section V(C);
4. Required preliminary steps in accordance with Section IV have occurred; and
5. The requirements for the Statement of Grievance, as outlined in Section V(A) have been met.

### **B. Deficient Grievances**

1. If the Committee determines that the Grievance is deficient because it does not meet a requirement set forth in Section VII (A) 1-4, the Grievance shall be rejected and the Chair shall provide such written notice.

2. If the Committee determines that the Grievance is deficient because it does not meet the requirements for the Statement of Grievance, as outlined in Section V(A), the Chair shall notify the Grievant of the deficiencies and provide the Grievant with 30 days to correct all deficiencies and return to the Chair. The Committee shall have 60 days to review a revised Grievance. If the Grievance remains deficient, the Committee may reject the Grievance. At any time, the Chair may meet with the Grievant in order to provide or obtain clarification from the Grievant.

C. Sufficient Grievances; Notice to Respondent. If all requirements outlined in Section VII(A) have been met, the Chair shall notify the Grievant that the Grievance is accepted and provide the Respondent with notice of the Grievance, including a copy of the Grievance and all supporting documentation. The Respondent shall provide a response to the Grievance within 30 days, which shall not exceed 1000 words,

shall include an explanation or reference to any attachments that will be included, and shall attach all relevant documentation that will assist the Grievance Committee in reviewing the Grievance.

### **VIII. Mediation**

Upon receipt of the response from Respondent, the Committee shall consider whether the matter may be suited to an informal mediation, which, if determined, shall be arranged and guided by the Chair with support and involvement by the Committee, and may include but is not limited to, informal fact gathering and individual or collective discussions with the Grievant and Respondent. The Chair may request assistance from the Office of Faculty Affairs and Professional Development. The informal mediation process shall be concluded within 90 days unless extended in accordance with Section XIII(B). If the Grievant accepts the outcome of the informal mediation, the Grievance shall be considered withdrawn. If the Grievant is not satisfied with the outcome of informal mediation, or if the Committee determined that the matter was not suited for informal mediation, the matter shall proceed to a review and hearing by the Grievance Committee.

### **IX. Review by Grievance Committee**

A. Hearing. The Chair, or the Chair's designee, shall schedule a hearing no later than 90 days after the later of receipt of Respondent's Grievance response or the conclusion of the informal mediation.

B. Notice. The Chair will provide a written notice to the Grievant and Respondent of the date, time, and location of the hearing that, at a minimum, specifies that:

1. If any party does not appear, the hearing will be held in their absence;
2. The Grievant and Respondent may each bring an advisor of their choosing (see Section C2 below); and
3. The Grievant and Respondent must provide the Chair with the names of any witnesses.

C. Attendance.

1. Grievance Committee. A majority of the Grievance Committee shall attend the hearing. The President of the EVMS Faculty Assembly may appoint alternates to serve in the place of Committee members that are unable to attend.

2. Advisors. The Grievant and Respondent may each invite an individual EVMS Faculty or staff member to serve in an advisory capacity at the Grievance hearing. Advisors can be present throughout the entire hearing to provide support and advice to their advisee and/or to observe the proceedings. Although a Grievant and Respondent may seek legal guidance at any time during the grievance process, attorneys may not act as advisors or otherwise represent the Grievant or Respondent at Grievance hearings. Advisors may not also be witnesses and no advisor may provide testimony, make statements or speak on behalf of their advisee, or otherwise participate in the hearing.

3. Witnesses. Witnesses must be physically present and shall be permitted to attend only that portion of the hearing to provide testimony or as requested or approved by the Chair. If a witness is unable to attend, the Grievant or Respondent may submit a written statement prepared and signed by the witness with prior approval of the Chair. The Chair may require that the written statement be notarized.

4. Other Attendees. The hearing will be closed to other attendees except that the Chair may request or permit other attendees to assist the Committee as necessary and the Grievant may request that the hearing be open to EVMS Faculty and staff. If the Grievant requests an open hearing, the hearing will be open to only as many EVMS Faculty and staff that may be accommodated in the hearing room and will not be broadcast.

D. Hearing Procedure.

1. The Chair shall preside over the hearing and shall:

a. Maintain control over the hearing and direct the proceedings to ensure that sufficient time is allotted to each party.

b. Allow the Grievant and Respondent, and their respective witnesses, to present evidence and ensure that anyone providing evidence responds to questions by the Committee on their own behalf. The Chair may also limit the number of witnesses to prevent repetitive or cumulative testimony and may grant adjournments as deemed necessary. Formal rules of evidence do not apply and there will be no cross-examination.

c. Address any evidentiary concerns prior to and/or during the hearing including, but not limited to, excluding irrelevant, immaterial, or new allegations or evidence; or advising the Grievance Committee to disregard evidence lacking in credibility or that is improperly prejudicial (i.e. rumors).

d. Adjourn the hearing at its conclusion. The hearing shall not exceed one and a half hours in length.

2. The Grievant has the burden of proving that they have been directly and adversely professionally affected by the Action of the Respondent which deviated materially from the existing policies and procedures related to appointment, promotion, tenure or dismissal of EVMS Faculty, or policies and procedures of ODU, the SOM or SHP, or was arbitrary, capricious, unreasonable, or contrary to the facts and that such injury is remediable.

3. The hearing will be audio recorded.

E. Deliberations. After the conclusion of the hearing, the Grievance Committee shall meet to determine its findings, conclusions, and recommendation for dismissal or remedy of the Grievance.

F. Information Requests. At any time before or after the hearing, the Chair or Committee may request additional information or clarification from the Grievant or Respondent and may request information or documentation from other areas with relevant information. The Committee may request assistance from the Office of Faculty Affairs and Professional Development.

G. Post-Hearing Report. Within 30 days of the hearing, the Grievance Committee will prepare a written report to the Executive Vice President (the "EVP") which shall contain the history of the Grievance, the findings of facts by the Grievance Committee, and the Committee's recommendation for action, including remedies, with all documents received by the Committee attached. The Committee may request additional time to prepare the written report from the President when necessary.

## **X. Remedies**

A Grievant may request, and the Grievance Committee may consider and recommend, any remedy appropriate for the Grievance that would reasonably resolve or correct the matter and that ODU or the SOM or SHP has the authority to provide, that is appropriate to the Grievance, and does not disregard existing policies and procedures related to appointment, promotion, tenure or dismissal of EVMS Faculty, or policies and procedures of ODU, the SOM or SHP. A remedy may include a proper reconsideration of the matter through the applicable procedures related to appointment, promotion, tenure or dismissal of EVMS Faculty, or procedures of ODU, the SOM or SHP. The Committee may decline to review a Grievance that requests a remedy that is not within ODU's authority to provide, is clearly unreasonable or inappropriate, including enlisting resources outside of ODU, or that would disregard any ODU, SOM or SHP policy or procedure.

## **XI. Decision by the EVP**

Upon receipt of the Committee's report and recommendations, the EVP, in their sole discretion, may decide to accept, alter, or reject the recommendation of the Committee. The recommendation of the Grievance Committee is not binding on the EVP. The EVP shall issue a written decision to the Grievant, with a copy

to the Respondent, the Chair, and FAPD, within 30 days of receipt of the Grievance Committee's recommendations. Additional time may be provided at the discretion of the Grievance Committee. The decision of the EVP shall be final. The EVP shall cause the implementation of any remedy provided in their decision.

## **XII. Abuse of process, Malicious Grievances, or Frivolous Grievances**

A Grievant must proceed with a Grievance in good faith. If at any time the Grievance Committee determines that a Grievant has filed a malicious or frivolous grievances, has falsified information submitted in the Grievance, or is otherwise abusing the grievance process with repetitive and cumulative Grievances, the Grievance Committee may deny and reject the Grievance and the Grievant may be subject to disciplinary action.

## **XIII. Records and Time Extensions**

A. Records. For Grievances that are rejected by the Grievance Committee or which are concluded through mediation as set forth in Section VIII, the Chair shall forward all documentation received and a copy of the Committee's decision or resolution to the FAPD to be maintained. For Grievances that continue through a hearing, the Chair shall forward a copy of the Post-hearing report and the recording of the hearing to the FAPD to be maintained.

B. Time Extensions. The Grievance Committee may grant reasonable time extensions upon requests made prior to the expiration of such deadlines or when it determines than an extension is reasonable and necessary.

## **ANNUAL REVIEW OF FACULTY PERFORMANCE**

### **I. POLICY**

It is the policy of ODU that all EVMS Department Chairs of the School of Medicine (“SOM”) or the Dean of the School of Health Professions (“SHP”), referred to as academic unit’s administrative head, or their designees, annually evaluate all faculty members appointed within their departments or programs with the exception of those faculty members who are appointed with an “Adjunct” or “Visiting” title. Academic units shall make reasonable efforts to inform faculty of the promotion process, including tenure, and encourage participation in professional development activities aligned with their career goals. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty or Part-Time Faculty, (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services in the SOM or SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy. Adjunct or Visiting Faculty shall be subject to ODU policies governing the review of ODU faculty.

### **II. PURPOSE**

The SOM and SHP value excellence in teaching, clinical care, research/discovery and administration/service. The institution believes that an ongoing performance management process supports these values by providing faculty with performance feedback in order to understand what is expected, how they are performing in each four domains as applicable to the faculty member, and what is required to achieve or sustain excellence for promotion or tenure. Specifically, annual reviews of faculty performance are intended to: 1) involve faculty members in the design and evaluation of objectives and goals of their academic programs and in the identification of the performance expectations central to their own personal and professional growth; 2) assess actual performance and accomplishments in the areas teaching, clinical care, research/discovery and administration/service; 3) promote the effectiveness of faculty members through an articulation of the types of contributions they might make to enhance the SOM and SHP; 4) provide a written record of faculty performance to support personnel decisions; 5) recognize the special talents, capabilities, and achievements of faculty members; 6) correct unsatisfactory ratings in one of more areas of responsibility through specific faculty improvement plans designed to correct the deficiencies in a timely manner; and 7) fulfill reappointment, promotion and post-tenure reviews (when appropriate) for faculty.

### **III. PROCEDURE**

#### **A. Review Process.**

1. Notice. Faculty Affairs and Professional Development (FAPD) will notify all faculty, chairs and administrators via email in the spring of each year that the annual performance review process has begun with directions and a link to the evaluation form and activity report.

2. Faculty Submission. Each faculty member shall submit an annual evaluation form and any other materials that may be deemed relevant to the academic unit’s administrative head of their past year’s performance and their goals and priorities for subsequent year in a timely manner for review. Information provided on the annual evaluation form shall be based on the appropriate criteria for subsequent annual review, reappointment, promotion, and (as applicable) tenure and post-tenure review. In the area of teaching, student evaluation of faculty performance and other expressions of teaching performance are required. Student evaluations of faculty should become available to the academic unit’s administrative head from the Office of Medical Education, SOM and SHP.

3. Review Meeting. The academic unit's administrative head, or designee, shall meet with each faculty to discuss progress toward meeting last year's goals in all domains aligned with the institution's mission areas and determine goals and priorities for the upcoming year in accordance with the faculty's percentage of effort directed toward teaching, clinical care, research/discovery and administration/service. Reasonable efforts shall be made to inform faculty of the promotion process and promotion guidelines, including tenure, and encourage participation in professional development activities aligned with their career goals. If faculty members are making exceptional contributions, they should be encouraged to apply for promotion consistent with guidelines time frame. As soon as possible thereafter, the academic unit administrative head or their designee shall prepare a written report of the evaluation that is acknowledged by both parties verifying that the evaluation was completed, and the feedback was read and discussed.

4. Alternate Reviewers and Multiple Appointments.

- a. In the event that the academic unit's administrative head does not have routine contact or knowledge of the performance of a faculty member, they may select another individual within the academic unit as a designee (i.e., associate chair, division chief or program director) who is in a supervisory role and has knowledge of the individual faculty member's performance.
- b. When the faculty member holds an appointment that involves an administrative assignment that involves more than 50% effort, the annual performance review shall be conducted by the supervising administrator with appropriate input from other units when appropriate. Decisions on academic advancement remains under the responsibility of the academic unit's administrative head.
- c. When the faculty member holds multiple appointments involving administrative, professional, or other assignments, the annual performance review is conducted by the academic unit's administrative head, or designee, and shall address contributions under each of these assignments.

5. Failure or Denial to Submit. If the faculty member does not timely submit or denies to submit annual performance review information to the academic unit administrative head, or designee, the faculty member shall receive an overall unsatisfactory performance rating, which will initiate the Faculty Improvement Plan described below, unless the administrative head determines the good cause exists for an exception.

6. Review File. A copy of all signed annual evaluations shall be maintained with FAPD as part of the faculty member's academic file.

7. Use of Review. The appropriate Dean of each school as well as the appropriate committees shall have access to the annual performance reports for subsequent annual review, reappointment, promotion, and, if applicable, tenure decisions. Annual performance reviews completed in the last three years, may be considered on the promotion and tenure process, but such evaluations are not determinative on promotion and tenure decisions. Satisfactory ratings in the annual performance reviews do not necessarily indicate successful progress toward promotion and tenure. Progress toward promotion and tenure requires scholarly accomplishment over a period of years in the broader range of faculty responsibilities, and includes evaluation by external referees, which is not part of the annual review process. Criteria and decisions regarding promotion and tenure are detailed in the applicable policies.

## B. Unsatisfactory Ratings of Non-Tenure and Tenure Track Faculty.

1. Overall Unsatisfactory Rating. In the event a faculty member receives an overall annual performance review rating as unsatisfactory, the faculty member's immediate supervisor shall work with the faculty member to develop an individualized Faculty Improvement Plan (FIP). The FIP should be created within 30 days after the completion of the annual performance review. It should take into consideration the reasons for under performance by the faculty member including professionalism issues that interfere with the faculty member's performance; lack of knowledge/skills to perform assigned tasks and willful or deliberate neglect of roles, responsibilities or tasks, and include specific benchmarks to enhance faculty's performance over the next academic year period, or may choose to initiate other actions in accordance with institutional policy.

2. Faculty Improvement Plan. The objective of the Faculty Improvement Plan (FIP) is to resume the faculty member's place as a fully contributing member of the faculty. The faculty member must take responsibility for meeting to develop the FIP and submitting any necessary materials in a timely manner, and for following the FIP once it is developed.

- a. FIP aims to address a) two or more areas of performance rated as unsatisfactory; b) one area of performance rated as unsatisfactory, depending on the emphasis assigned to that area or the extent of the deficiency; c) the faculty member's failure to provide annual performance review information on time to their academic unit's administrative head (or designee); d) the faculty's member denial to submit annual performance review information on time to their academic unit's administrative head (or designee); e) ratings of needs improvement in more than one area of performance before they become sufficiently serious to impair the faculty member's overall performance.
- b. FIP will generally:
  - i. Describe specific deficiencies;
  - ii. Provide a list of clear and reasonable outcomes needed to correct deficiencies;
  - iii. Describe the process to be followed to achieve outcomes;
  - iv. Provide the timeline for accomplishing the process, including frequent reviews and feedback;
  - v. Describe benchmarks and expectations;
  - vi. Describe the criteria to be used in evaluating progress in the FIP.
- c. The academic unit's administrative head (or designee) develops the plan in collaboration with the faculty member and the appropriate department/unit committee, when available.
- d. The plan has a maximum of one-year duration, has clear and attainable objectives for the faculty member and includes appropriate interim monitoring and feedback. When appropriate, the plan includes a commitment of departmental or institutional resources (i.e., mentoring, faculty development).
- e. The plan may also include a reallocation of the faculty member's workload distribution in accord with the department workload standards and is signed by the faculty member, the academic unit's administrative head (or designee) and the Dean of the appropriate School.

3. Expected Outcomes of the Faculty Improvement Plan. Faculty members are expected to demonstrate improvement in the deficient area to a level that meets expectations within one year. If the

faculty member fails to demonstrate reasonable progress relative to the benchmarks and performance goals, dismissal for cause or non-renewal of contract may be initiated, and if initiated will proceed in accordance with the applicable policies.

4. Refusal to Participate. If the faculty member refuses to participate in the development of the Faculty Improvement Plan, an unsatisfactory rating will be assigned to the faculty, which will initiate other actions in accordance with institutional policy.

C. Appeals of Annual Performance Review Ratings.

Faculty members have the right to appeal their overall annual performance review when: 1) there are errors of fact that may impact the rating; or 2) the facts may be correct, but there is disagreement about the supervisor's judgment of the rating by providing additional information to the next administrative level, ordinarily to the academic unit's administrative head. If the disagreement cannot be resolved to the satisfaction of the faculty member, then the faculty member may appeal their reviews with the Dean of the appropriate School through the office of FAPD. Such appeals must be made in writing within 30 days from the date of the written annual performance review and must state with specificity: 1) the findings to be appealed; 2) the points of disagreement; 3) the facts in support of the appeal; and 4) the corrective action sought. The document should not exceed three pages in length.

The administrator reviewing the appeal will consider the facts in support of the appeal and develop any additional facts deemed necessary. The decision on the appeal, which represents the final evaluation, will be completed in writing within 30 days, with copies provided to the faculty member, the administrative head involved in the annual performance review and the office of FAPD.



## **EMERITUS FACULTY APPOINTMENTS POLICY**

Emeriti status in the School of Medicine (“SOM”) or School of Health Professions (“SHP”) is an honor, and is granted to retired faculty members who have demonstrated a distinguished professorial career and have made significant contributions to the school. This Policy only applies to “EVMS Faculty” defined as Full-Time Faculty, Part-Time Faculty, or Community Faculty (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services, whether paid or unpaid, in the SOM and/or SHP. All references to “faculty” herein mean EVMS Faculty as defined in this policy.

### **Criteria for Candidacy**

Full-Time faculty (tenured or non-tenured) at the rank of Professor or Associate Professor are eligible for Emeriti status. Candidates for consideration will have served for a period of not less than 10 years as a faculty member; or as Chair of a department; and with noteworthy academic contributions and significant service to EVMS prior to retirement as evidenced by one or more of the following:

- Research, scholarship, and/or creative work commensurate with national and/or international standards;
- Noteworthy teaching and educational contributions including departmental or institutional awards for the same;
- Significant service to SOM or SHP recognized by peers and the institution.

### **Rank**

The ranks for Emeriti are Professor Emeritus/Emerita or Associate Professor Emeritus/Emerita and shall be based on the corresponding faculty rank at retirement.

### **Emeriti Privileges**

The privileges associated with having Emeriti status are as follows:

1. Emeritus/Emerita will be added to the faculty rank.
2. Lifetime listing indicating the appropriate rank of Professor Emeritus/Emerita or Associate Professor Emeritus/Emerita; in applicable catalogues and directories.
3. In person and online library privileges.
4. Emeritus e-mail address and technical support for salaried faculty including listing in applicable directories for 5 years with renewal based upon contribution/activity/engagement with the institution. Email accounts that have been inactive for more than a year will be eliminated.
5. With the permission of the department, usage of department main phone number for contact number.
6. Parking within the Medical Center may be provided by the department.
7. Participation in institution public ceremonies.
8. Based on availability and the recommendations of the Department Chair with the concurrence of the Executive Vice President (“EVP”), use of office and/or lab space, equipment, and other campus facilities to support scholarly work and/or educational activities.
9. With permission of the Department Chair and EVP, authorization to serve on thesis and dissertation committees or engage in other research or educational activities at the institution.

10. Be eligible for up to 8 hours/week of paid administrative or educational consultation service needs within the Department as determined by the Department Chair (e.g., Chair's Fund) as an independent contractor as long as the work being performed would qualify as consulting.
11. With approval of the Department Chair and the EVP, Emeriti Faculty will be welcomed to:
  - i. Advise medical students, health professions students and residents. Co-author papers with them and with other faculty members within or outside of the institution using institutional affiliation;
  - ii. Teach classes as an emeriti faculty member;
  - iii. Participate in sponsored research, as approved by the sponsor and the institution;
  - iv. Attend departmental and collegial open meetings, as a guest, subject to the bylaws of said unit;
  - v. Eligible to serve on an Institutional Standing Committee as an ad-hoc or regular member.

### **Procedure**

Application for Emeriti status may be initiated by the candidate, Chair, or Dean with the understanding that granting of emeritus requires approval by the EVP, President, Board of Directors, and Board of Visitors, and requires a 3–6-month process.

To initiate the process, the faculty member must submit a letter requesting Emeriti status and supporting evidence of academic contributions, including a current Curriculum Vitae, to the Department Chair by December 1st of the year of retirement.

The Department Chair will meet with all departmental faculty to review the faculty's request for Emeriti status. Upon full concurrence by the departmental faculty, the Department Chair shall notify the Vice Dean for Faculty Affairs and Professional Development (FAPD) in writing that the faculty member has applied for Emeriti status. The Department Chair's recommendation, and all supporting materials, must be received by the Vice Dean for FAPD by January 15th.

The Vice Dean for FAPD shall convene the Emeriti Review Committee, as described below. The Committee shall deliberate and deliver its recommendations to Vice Dean for FAPD by February 15th.

The Vice Dean for FAPD shall make a recommendation and forward same, along with the Committee's recommendation, to the EVP by March 1st.

The EVP shall make a recommendation and forward same, along with all prior recommendations, to the President, who shall forward their recommendation to the Board of Directors, which shall recommend to the Board of Visitors for approval.

Candidates whose rank of Professor Emeritus/Emerita or Associate Professor Emeritus/Emerita have been approved by the Board of Visitors shall be notified by FAPD, and shall also be recognized during the Graduation ceremony in May.

The above-referenced timeline may, at the EVP's sole discretion, be modified or accelerated in circumstances where the faculty member's illness, disability, or other personal events result in abrupt retirement, and/or if the institution deems that other factors make the following of such timeline impractical.

### **Reconsideration**

Candidates who are denied Emeriti status shall be notified of the reason(s) for such denial by FAPD. The

candidate may request reconsideration by following the application process described above and resubmitting the application to the Department Chair by December 1 of the year in which the application is denied. A candidate may only request reconsideration once.

### **Emeriti Review Committee Operations**

The Emeriti Review Committee consists of two representatives from clinical departments, one from a basic science department, and one from the SHP, who are appointed by the Vice Dean for FAPD for a term of three years. One or more of the Committee members should be an Emeritus faculty member. The Emeriti Review Committee operates under the jurisdiction of the EVMS Faculty Assembly who will appoint a representative from its membership to be Chair of the Committee for three years. After its deliberations, the Chair will report briefly to the EVMS Faculty Assembly on the operations and the recommendations of the Committee.

### **Amendments**

This Policy may be amended and the privileges changed from time to time at the discretion of the EVP through the appropriate processes and procedures, including with the advice and consent of the EVMS Faculty Assembly. Such amendments shall be promptly communicated to all Emeriti faculty.

## **SABBATICAL LEAVE**

This Policy only applies to “EVMS Faculty” (as defined in the Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of EVMS Faculty), who provide clinical, teaching, research, or administrative services in the School of Medicine (“SOM”) and/or the School of Health Professions (“SHP”). All references to “faculty” herein mean EVMS Faculty as defined in this policy.

Sabbatical leave may be provided for members of the faculty holding Associate Professor or Professor ranks. A faculty member is eligible for sabbatical leave after every sixth year of continuous service on the faculty of the SOM or SHP. The period of service is to be calculated from the time of first appointment to the full-time faculty with a minimum rank of Assistant Professor. Sabbatical leaves are not awarded automatically after six years of service, but are awarded on the basis of individual merit.

### *Compensation*

The compensation during a sabbatical will be either at the 100% rate for leaves of six months or less or 50% rate for leaves of seven to twelve months. Funding of the base salary while on such sabbatical will be derived from the same funding sources at that paid to the faculty member while not on sabbatical except that any salary component of a faculty member's base salary that is derived from extramural research funds will instead be derived from other funds. All institutional benefits will remain in force during a sabbatical leave. The faculty member will be responsible for paying their portion of the premiums.

### *Activities during Sabbatical Leave*

The privilege of a sabbatical may be extended to a faculty member for the purpose of enriching academic talents relative to their functions at the SOM or SHP. A sabbatical is, therefore, intended to permit a faculty member to perfect or acquire techniques in teaching, clinical care, research/discovery and administration/service, either in the faculty member's original discipline or in a new area in which they propose to embark. Work in a research laboratory, clinical training at another medical center or medical school or the pursuit of formal courses in an accredited institution of higher education in a relevant discipline are appropriate activities for sabbatical leaves. The writing of books or original papers is also an appropriate justification.

### *Approval of Request for Sabbatical Leave*

Sabbatical applications for any part of the school year must be submitted at least nine months in advance of the start of the leave. Applications are to be submitted to the Department Chair of the School of Medicine or Dean of the SHP who recommends the request, giving assurance that the faculty member's activities will be adequately covered without additional cost to the department's budget and justifying the faculty member's need for such a leave, to the Dean of the SOM, if applicable, and to the Executive Vice President for final review and approval.

### *Upon Conclusion of the Sabbatical Leave*

Recipients of sabbatical leave are required to return to full-time service of ODU for at least one academic year. Failure to return to ODU service for one academic year shall create an obligation for the faculty member to pay ODU an amount equal to the compensation the faculty member received from ODU on a month for month basis. For example, if a faculty member was granted a sabbatical leave of one year, but only returned to ODU for six months, the faculty member would incur an obligation to pay ODU an amount equal to six months compensation. Faculty must submit a report of the activities during the sabbatical to the Department Chair of the School of Medicine or Dean of SHP, and to the Dean of the SOM, if applicable, and to the EVP upon completion of the sabbatical leave.

**Title:** Resolution to Endorse the Faculty Senate Chairs' Recommendation of the Cadence for Appointment, Promotion, and Tenure Policy Review

**Text:**

WHEREAS, Old Dominion University (ODU) and the Eastern Virginia Medical School (EVMS), with the support and engagement of the faculty, will merge and create the Eastern Virginia Health Sciences Center at Old Dominion University; and

WHEREAS, during the 2023 legislative session, the Virginia General Assembly passed legislation necessary to complete and effectuate the planned merger; and

WHEREAS, the principle of shared governance provides faculty with a voice in the shaping the policies that govern them inclusive of appointment, promotion, and tenure (APT); and

WHEREAS, the Board of Visitors of Old Dominion University has formally recognized and approved the appointment, promotion, and tenure policies that will apply to the EVMS School Of Medicine (SOM) and School of Health Professions (SHP) faculty upon integration (anticipated January 1, 2024); and

WHEREAS, the Board of Visitors of Old Dominion University has recognized and acknowledged that, upon integration (anticipated January 1, 2024), the SOM and SHP faculty will follow the Handbook for EVMS School of Medicine and School of Health Professions Faculty at ODU, which contains the appointment, promotion, and tenure policies approved by the EVMS SOM and SHP faculty;

THEREFORE, BE IT RESOLVED, the Board of Visitors of Old Dominion University recognizes and acknowledges that the appointment, promotion, and tenure policies contained in both the Old Dominion University Teaching and Research Handbook and the Handbook for EVMS School of Medicine and School of Health Professions will be reviewed and updated by the integrated ODU Faculty Senate (which will be created upon integration and include representation from the EVMS SOM and the SHP) in accordance with its policy review process and procedures, and that any recommended changes to applicable policies will be presented to the Board of Visitors for Old Dominion University for its consideration; and

BE IT FURTHER RESOLVED, the Board of Visitors of Old Dominion University endorses the recommendation of the Chairs of the ODU Faculty Senate and the EVMS Faculty Senate for the integrated ODU Faculty Senate to reconcile, review, and update, as appropriate, the appointment, promotion, and tenure policies over a period of 24 months (about 2 years) from the date of integration (anticipated January 1, 2024).

**Rationale:** This resolution endorses the recommendation of the Faculty Senate Chairs at ODU and EVMS to revise the APT policies post-integration over a period of 24 months. It is important that the Board acknowledge their efforts and affirms the integrated Faculty Senate's continued role in the shared governance of the university.

**Title:** Resolution to acknowledge the engagement and cooperation of the Old Dominion University Faculty Senate in support of the integration with EVMS.

WHEREAS, over the past 12 months, members of the Old Dominion University's Faculty Senate have engaged in productive discussions in support of the planned merger of Old Dominion University and the Eastern Virginia Medical School and have served as faculty leaders who helped revise the new faculty senate constitution to welcome and recognize, upon integration, the faculty of the Eastern Virginia Medical School as members of the ODU academic community.

THEREFORE, BE IT RESOLVED, that the Board of Visitors affirms its long-standing commitment to shared governance and recognizes and commends the faculty senate's forward-focused efforts to embrace the principle of shared governance in a way that serves as a model for other institutions.

**Rationale:** The Faculty Senate serves a key role in the governance of the university and in shaping opinion among the faculty. The Faculty Senate Executive Committee and the Ad Hoc Constitution / Bylaws Revisions Committee serve a leadership role in driving change over the course of the academic year and building support for the planned merger. It is important that the Board acknowledge their efforts and affirms their continued role in the shared governance of the university.

June 15, 2023

ANNUAL REPORT OF THE ACTIVITIES  
OF THE ACADEMIC AND RESEARCH ADVANCEMENT COMMITTEE  
2022-2023

<b><u>ITEM</u></b>	<b><u>MONTH OF BOARD OF VISITORS PROCEEDING</u></b>
<b><u>Faculty Appointments</u></b>	
42 Appointments	September 2022
4 Appointments	December 2022
44 Appointments	April 2023
40 Appointments	June 2023
<b><u>Non-Academic Appointments</u></b>	
Ms. Zoe Adamson Second Assistant Women's Rowing Coach	September 2022
Mr. Jeremiah Ammons Academic Success Advisor Department of Computer Science	September 2022
Ms. Addila Athumani Admissions Counselor	September 2022
Dr. TaShara Bailey Director, ODU First Star Academy Student Engagement & Enrollment Services	September 2022
Ms. Lauren Bethly Assistant Sports Performance Coach	September 2022
Ms. Tina Bogdanowicz Academic Success Advisor Strome College of Business	September 2022
Ms. Kara-Jayne Boone Assistant Director for Service Learning Student Engagement & Enrollment Services	September 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Mr. Jordan Brooks Coordinator of Player Personnel	September 2022
Mr. Jonathan Ceh Assistant Director of Football Operations	September 2022
Ms. Megan Clements Assistant Women's Lacrosse Coach	September 2022
Dr. Jennifer Collins Director, Office of Clinical Experiences Darden College of Education and Professional Studies	September 2022
Mr. Brian Conley Head Women's Rowing Coach	September 2022
Mr. Robert Cooper Director of Trio Upward Bound Program Center for Advising Administration and Academic Partnerships	September 2022
Ms. Alaisa Core International Student Advisor Center for Global Engagement	September 2022
Mr. Matthew Cowley Director of Career Development Services Student Engagement & Enrollment Services	September 2022
Ms. Tamu Crisden Master Teacher for MonarchTeach Darden College of Education and Professional Studies	September 2022
Ms. Kristin Dini Assistant Vice President of Federal Relations Governmental Relations	September 2022
Ms. Hailey Dobbins Assistant Women's Lacrosse Coach	September 2022



**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Ms. Brianna Elum Director of the Women & Gender Equity Center Student Engagement & Enrollment Services	September 2022
Ms. Lauren Eusner Dental Hygiene Director of Clinical Affairs	September 2022
Ms. Sara Fernandez Residence Hall Director	September 2022
Ms. Paige Fisher Professional Counselor Student Engagement & Enrollment Services	September 2022
Ms. Heather Fraser Admissions Counselor	September 2022
Ms. Adrienne Giles Student Success Director Digital Learning	September 2022
Ms. Courtney Gipson Director of Educational Accessibility Student Engagement & Enrollment Services	September 2022
Mr. Jonathan Hadra Assistant Baseball Coach	September 2022
Mr. Matthew Hamaker Assistant Director of Prospect Management & Research University Advancement	September 2022
Mr. Robert S. Harrison Deputy Director of Facilities Management & Construction	September 2022
Dr. Joy Himmel Director of Counseling Services	September 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Mr. Bryon Hinson  
Coordinator, Esports  
Student Engagement & Enrollment Services

September 2022

Ms. Mandy Hippenstiel  
Instructional Designer  
Digital Learning

September 2022

Ms. Jennifer Hoover  
Associate Director of Undergraduate Admissions – Operations

September 2022

Ms. Jaime L. Hunt  
Vice President for University Communications  
& Chief Marketing Officer

September 2022

Dr. Shanda Jenkins  
Faculty Diversity and Retention Coordinator

September 2022

Ms. Mariah Johnson  
Assistant Director of Annual Giving – Digital Engagement  
University Advancement

September 2022

Ms. Saige Johnston  
Student Success Advisor  
Center for Advising Administration and  
Academic Partnerships

September 2022

Mr. Joel G. Jones  
Assistant Football Coach

September 2022

Dr. Kenneth B. Kahn  
Dean, Strome College of Business  
and Professor

September 2022

Ms. Emma Kearley  
Advisor/Success Coach  
Student Engagement & Enrollment Services

September 2022

Ms. Toresha King  
Associate Director of Outreach  
Alumni Relations

September 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Ms. Tarin Kovalik  
Creative Project Manager  
Academic Affairs, Virginia  
Degree Completion Network  
September 2022

Mr. Michael LaRock  
Assistant Vice President of Foundations  
September 2022

Dr. Lauren Laughlin  
MonarchTeach Program Coordinator  
Darden College of Education and  
Professional Studies  
September 2022

Ms. Elspeth McMahon  
Associate Vice President for Maritime Initiatives  
Office of Research  
September 2022

Ms. LaShay McQueen  
Director of Academic Initiatives  
Center for Advising Administration and  
Academic Partnerships  
September 2022

Dr. Alicia Monroe  
Chief Integration Officer & Senior Advisor to the President  
September 2022

Mr. Noah Mutter-Schulz  
HOSA (Health Occupations Students of America) Specialist  
Darden College of Education and Professional Studies  
September 2022

Ms. Melissa Overton  
Associate Director for Residence Education,  
Housing and Residence Life  
September 2022

Mr. Nathan Owens  
Study Abroad Coordinator  
Center for Global Engagement  
September 2022

Ms. Akeyla Porcher  
Assistant Director for Advisor Support and Completion Initiatives  
Center for Advising Administration and  
Academic Partnerships  
September 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Mr. Jamal Robinson Assistant Men's Basketball Coach	September 2022
Dr. Shannon Robinson Associate Vice President for Research & Executive Director ODU Research Foundation	September 2022
Ms. Stephanie Rudolph Advisor/Success Coach Student Engagement & Enrollment Services	September 2022
Mr. Benjamin Smeriglio Assistant Director of Sports Performance	September 2022
Ms. Petra Szonyegi Student Success Advisor Center for Advising Administration and Academic Partnerships	September 2022
Mr. Blaine Taylor Athletic Development Officer – Major Gifts	September 2022
Dr. Fredelito Tugas Associate Dean of Students Student Engagement & Enrollment Services	September 2022
Ms. Marcelina Wade Academic Advisor – College of Health Sciences	September 2022
Ms. Chelonda Walker Academic Success Advisor Strome College of Business	September 2022
Ms. Theresa J. Walton Head Women's Lacrosse Coach	September 2022
Mr. Curtis Whaley Sports Performance Coach	September 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Ms. Janet Whitmer  
Transfer Academic Success Advisor for the College of Sciences

September 2022

Mr. André Wiggins  
Academic Technology Services  
Technical Support Manager  
Digital Learning

September 2022

Ms. Ana Williams  
Associate Director for Black and Latinx Initiatives  
Student Engagement & Enrollment Services

September 2022

Ms. Brittany Williams  
Coordinator, Membership Services  
Recreation & Wellness

September 2022

Mr. Roderick Williams  
Residence Hall Director

September 2022

Dr. Vicki Williams  
Dean of Students and Associate Vice President  
Student Engagement & Enrollment Services

September 2022

Dr. Katherine Winstead Reichner  
Executive Director of Student Engagement and Traditions  
Student Engagement & Enrollment Services

September 2022

Ms. Ryan Witzig  
Virginia DECA Specialist  
Darden College of Education and  
Professional Studies

September 2022

Mr. Pierce Yarberry  
Assistant Athletic Media Relations Director

September 2022

Ms. Farrah Young  
Athletic Academic Advisor

September 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Dina Anderson  
Instructor of Early Care and Education

December 2022

Amanda Barrett  
Professional Counselor  
Counseling Services

December 2022

SheAyre Bowles  
Coordinator, Sport and Youth Programs

December 2022

Katelyn Canady  
Outreach and Public Services Librarian/Archivist

December 2022

Ron Chen  
Director of Athletic Marketing and Social Media

December 2022

Richard Clark  
Executive Director  
Housing & Residence Life

December 2022

Emma Gargan-Wark  
Professional Counselor  
Counseling Services

December 2022

Mallory Griest  
Assistant Director  
Residence Education

December 2022

Hannah Leopold  
Assistant Director  
Undergraduate Admissions

December 2022

David Hunt  
Director of Digital Marketing,  
Division of Digital Learning

December 2022

Alisha Melton  
Student Success Advisor  
Advising Administration and  
Academic Partnerships

December 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Tyler Miller-Gordon  
Senior Research Associate for Assessment

December 2022

Samantha Palmucci  
Associate Director of Assessment

December 2022

Alysa Patti  
Professional Counselor  
Counseling Services

December 2022

Angela Pezzella  
Residence Hall Director

December 2022

Alexis Porterfield  
Athletic Trainer

December 2022

Paul Posener  
Director of Administrative Services  
Housing and Residence Life

December 2022

Jaira Rahman-Bowman  
Admissions Counselor

December 2022

JoAnna Reihner  
Assistant Director of Fitness and Wellness

December 2022

Jennifer Renne  
Digital Shipbuilding Curriculum Coordinator  
Office of Research

December 2022

Tahj Scott  
Athletic Academic Advisor

December 2022

Raychel Smithson  
Transfer Success Coordinator  
Advising Administration and Academic Partnerships

December 2022

Tammy Speer  
Director  
ODU Primary Care Clinic  
School of Nursing

December 2022

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Ivonee Thompson  
Professional Counselor  
Counseling Services

December 2022

Tre'elle Tolbert  
Content Strategist  
Division of Digital Learning

December 2022

Olivia Trumino  
Research Compliance Coordinator  
Office of Research

December 2022

Dongli Zhang  
Instructional Designer  
Division of Digital Learning

December 2022

Jon Anderson  
Quality Control Coach  
Athletics

April 2023

Patrick Ball  
Core Facilities Manager  
Hampton Roads Biomedical Research Consortium

April 2023

Bonita Boyette  
Academic Advisor  
College of Health Sciences

April 2023

Kayla Brown  
Assistant Director for Living Communities  
Student Housing

April 2023

Bernadette Carter  
Assistant Controller  
Office of Finance

April 2023

Lauren Ciampoli  
Director, Constituent Relations, Alumni Office

April 2023



**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Russell Czack Assistant Director Digital Shipbuilding Virginia Modeling, Analysis & Simulation Center	April 2023
Kevin Decker Assistant Football Coach, Athletics	April 2023
Xiaosong Fan Assessment & Accreditation Analyst Darden College of Education & Professional Studies	April 2023
Nicholas Flanders Blackwater Ecological Preserve Manager and Assistant Professor Biological Sciences	April 2023
Jasper Frederick Student Account Director Bursar Office of Finance	April 2023
Megan Frost Director of Web & Digital Strategy University Marketing	April 2023
Madisyn Galang Regulated Research Analyst/Assistant Facility Security Officer Virginia Modeling, Analysis & Simulation Center	April 2023
Anne Githae Assistant Vice President Equity and Diversity, Institutional Equity & Diversity	April 2023
Melanie Graham Director of Special Projects Student Engagement & Enrollment Services	April 2023
Krista Harrell Associate Vice President for Alumni Relations	April 2023

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Victoria Heiduschke  
Head Learning Commons Branch Librarian  
Library Administration

April 2023

Alex Huettel  
Assistant Football Coach  
Athletics

April 2023

Daremoni Jones  
International Student Advisor  
Visa & Immigration Service Advising

April 2023

Nirmala Karunarithna  
Academic Success Advisor  
Center for Advising Administration  
and Academic Partnerships and  
Academic Success Center

April 2023

Amber Kennedy  
Assistant Vice President for  
Public Relations, University  
Communications

April 2023

Sarah Jane Kirkland  
Associate Vice President for Corporate Partnerships  
Strome Entrepreneurial Center  
Joshua Marlow  
Assistant Director for Equipment Operations  
Athletics

April 2023

Timothy Mclaughlin  
Admissions Counselor  
Undergraduate Admissions

April 2023

Monique McWhite  
Director, Center for Business Development  
Office of Research

April 2023

Josephine Momberger  
Assistant Director  
High Impact Learning Initiatives  
Academic Success Initiatives & Support

April 2023

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Non-Academic Appointments (con't)

Juan Sebastian Oehninger Assistant Director Academic Readiness Program Academic Success Initiatives & Support	April 2023
Kelsey Orsini Assessment Coordinator Institutional Effectiveness and Assessment	April 2023
James Palmer Assistant Director Office of Institutional Research	April 2023
Enrique Rangel-Rodriguez Assistant Director of Admissions Hispanic/LatinX Outreach and Recruitment Undergraduate Admissions	April 2023
Elisabeth Ray Assistant Swimming Coach, Athletics	April 2023
Stephen Rupprecht SEES Advisor and Special Assistant to the Vice President Student Engagement & Enrollment Services	April 2023
Kenya Smith Director of News and Media Relations University Marketing	April 2023
Petra Szonyegi First Year Student Success Coordinator Center for Advising Administration and Academic Partnerships	April 2023
Patricia Szymurski Associate Vice President Regional Higher Education Centers	April 2023
Quan Thompkins Assistant Strength & Conditioning Coach Athletics	April 2023

**MONTH OF BOARD OF VISITORS PROCEEDING**

**ITEM**

Non-Academic Appointments (con't)

JaRena Whitehead  
Chief of Staff  
Division of Administration and Finance  
April 2023

Mary Wilcox  
International Admissions Recruitment Coordinator  
International Admissions  
April 2023

Tarron Williams  
Assistant Football Coach  
Athletics  
April 2023

Tiffany Young  
Assistant Football Coach  
Athletics  
April 2023

**Tenure Awards** April 2023

**College of Arts and Letters**

Brendan Baylor  
Department of Art

Jared Ellison  
Department of Sociology and Criminal Justice

Michiko Kaneyasu  
Department of World Languages and Cultures

Jeehye Kang  
Department of Sociology and Criminal Justice

Teresa Kouri Kissel  
Department of Philosophy and Religious Studies

Michelle Kundmueller  
Department of Political Science and Geography

Benjamin Melusky  
Department of Political Science and Geography

**MONTH OF BOARD OF  
VISITORS PROCEEDING**

**ITEM**

April 2023

Tenure Awards (con't)

**College of Arts and Letters**

Allison Page  
Department of Communication and Theatre Arts

Daniel Pryce  
Department of Sociology and Criminal Justice

Tracy Sohoni  
Department of Sociology and Criminal Justice

**Strome College of Business**

Marina Saitgalina  
School of Public Service

Jay Walker  
Department of Economics

**Darden College of Education and Professional Studies**

Shuntay Tarver  
Department of Counseling and Human Services

**Batten College of Engineering and Technology**

Oleksandr Kravchenko  
Department of Mechanical and Aerospace Engineering

Murat Kuzlu  
Department of Engineering Technology

**College of Health Sciences**

Julie Cavallario  
School of Rehabilitation Sciences

Denise Claiborne  
School of Dental Hygiene

Patricia Laverdure  
School of Rehabilitation Sciences

**MONTH OF BOARD OF VISITORS PROCEEDING**

**ITEM**

Tenure Awards (con't)

April 2023

**College of Health Sciences**

Ryan McCann  
School of Rehabilitation Sciences

**College of Sciences**

Erin Purcell  
Department of Chemistry and Biochemistry

**Initial Appointments with Tenure**

Adam Eckerd  
Associate Professor  
School of Public Service

September 2022

Li-Wu Chen  
Professor of Community and Environmental Health  
Dean of the School of Public Health

December 2022

Kenneth Khan  
Professor of Marketing and  
Dean of the Strome College of Business

December 2022

Rafael Diaz  
Professor  
Department of Engineering Management and Systems Engineering

April 2022

Veronica Watson  
Professor and Ruth M. & Perry Morgan  
Endowed Professor in Southern Literature  
Department of English

April 2022

**Initial Appointment with Tenure for One Faculty Member**

June 2023

**ITEM****MONTH OF BOARD OF VISITORS PROCEEDING****Emeritus/Emerita Appointments for Retiring Faculty and Administrators**

Sheri Reynolds University Professor Emerita and Professor Emerita of English	September 2022
John F. (Jeff) Tanner, Jr. Dean Emeritus, Strome College of Business and Professor Emeritus of Marketing	September 2022
Stephen (Steve) Tonelson Professor Emeritus of Communication Disorders and Special Education	September 2022
Jane H. Dané Associate Vice President Emerita for Enrollment Management	December 2022
Kenneth Mopper Eminent Scholar Emeritus and Professor Emeritus of Chemistry and Biochemistry	December 2022
Lytton J. Musselman Eminent Scholar Emeritus, Professor Emeritus of Biological Sciences and Mary Payne Hogan Distinguished Professor Emeritus of Botany	December 2022
Kent Sandstrom Professor Emeritus of Sociology and Criminal Justice	December 2022
Michael Tamburello Associate Professor Emeritus of Rehabilitation Sciences	December 2022
Deborah Bauman Assistant Dean Emerita of Health Sciences and Associate Professor Emerita of Dental Hygiene	April 2023
Randy Haddock Senior Lecturer Emeritus, College of Engineering and Technology	April 2023
Robert Holden Professor Emeritus of History	April 2023
James Kosnik Professor Emeritus of Music and University Professor Emeritus	April 2023

**ITEM****MONTH OF BOARD OF VISITORS PROCEEDING**

Emeritus/Emerita Appointments for Retiring Faculty and Administrators (con't)

Constance Merriman  
Associate Dean Emerita, Strome College of Business April 2023

William Owings  
Professor Emeritus of Educational Foundations and Leadership April 2023

Ramamurthy Prabhakaran  
Professor Emeritus of Mechanical and Aerospace Engineering  
and Eminent Professor Emeritus April 2023

Gene Hill Price  
Senior Lecturer Emeritus of Computer Science April 2023

Susan Lynn Tolle  
Professor Emerita of Dental Hygiene  
and University Professor Emerita April 2023

Douglas Ziegenfuss  
Professor Emeritus of Accountancy April 2023

Mona Danner  
Professor Emerita of Sociology and Criminal Justice June 2023

Robert A. Gable  
Eminent Scholar Emeritus and Professor Emeritus of  
Communication Disorders and Special Education June 2023

Emilia Oleszak  
Associate Professor Emerita of Biological Sciences June 2023

**Honorary Degree Approval**

Alton J. (Jay) Harris, distinguished news anchor and writer  
Doctor of Humane Letters (*honoris causa*) September 2022

**Information Items Concerning Faculty**

Report on Promotion in Academic  
Rank Effective 2022-23 September 2022

Report on Promotions in Academic  
Rank Effective 2023-24 June 2023



**ITEM****MONTH OF BOARD OF VISITORS PROCEEDING****Other Actions**

Approved to Change the Name of the Women's Studies Department to Women's and Gender Studies	December 2022
Approved to Create the School of Kinesiology and Health Science and the School of Communication Sciences and Disorders within the College of Health Sciences	December 2022
Approved a Bachelor of Science Degree in Data Science	December 2022
Approved a Master of Science Degree in Applied Behavior Analysis	December 2022
Approved Revisions to Board of Visitors Policy on Promotion in Rank	April 2023
Approved Revisions to Board of Visitors Policy on Emeritus/Emerita Appointments	April 2023
Approved Revisions to Board of Visitors Policy on Dismissal of Faculty From Employment Due to Financial Exigency or Discontinuance of a Program of Study or a Department of Instruction	April 2023
Proposed Revisions to Board of Visitors Policy on Tenure	June 2023
Proposed Revisions to Board of Visitors Policy on Promotion in Rank	June 2023
Proposal to Form Two Academic Departments in the Joint School of Public Health	June 2023
Proposal to Form Two Academic Departments in the School of Nursing	June 2023
Proposed Reorganization of the Darden College of Education and Professional Studies	June 2023

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Other Actions (con't)

Proposed Policies and Procedures Relating to Faculty Appointment, Promotion and Tenure of Eastern Virginia Medical School (EVMS) Faculty June 2023

Resolution to Acknowledge the Engagement and Cooperation of the Old Dominion University Faculty Senate in Support of the Integration with EVMS June 2023

Proposed Appointment of Faculty Representatives to Board of Visitors Committees June 2023

Received the Annual Report on Committee Actions June 2023

Report from the Provost September 2022

Provost Agho introduced Dr. Orlando Ayala, SACSCOC Faculty Lead for Compliance and Associate Professor of Engineering Technology. He presented an update on the SACSCOC Reaffirmation of Accreditation. The Reaffirmation occurs every 10 years. There are 17 core requirements covering mission, governance and administration, faculty, student learning and achievement, and financial resources. The Reaffirmation is comprised of two components: Compliance Certification (presenting the past) and Quality Enhancement Plan (presenting the future). The on-site visit will be April 17-20, 2023. Board members may be asked to meet with the reviewers and respond to questions during the on-site visit.

Report from the Provost April 2023

Provost Agho introduced Dr. Tammi Dice, Dean of the Darden College of Education and Professional Studies, who gave a presentation on student supports provided by the College. She gave an overview of the College and described support and resources provided by the College for academic support, professional resources, community building and wellness resources, and financial support. A handout listing the supports provided to students in the College was distributed.

Report from the Provost June 2023

Presentation by Provost Agho and Dr. Shanda Jenkins, Coordinator of Faculty Diversity & Retention, on faculty demographics and separation data.

## ITEM

## MONTH OF BOARD OF VISITORS PROCEEDING

### Report from the Vice President for Research

September 2022

Dr. Shannon Robinson, Associate Vice President for Research and Executive Director of the ODU Research Foundation, gave an overview of how the university uses the Research Foundation to submit proposals on behalf of the university and accepts and administers awards.

Dr. John Nunnery, Associate Vice President for Research, gave a presentation on ODU's standing in the Carnegie Classification and prospects for future rounds of the classification.

### Report from the Vice President for Research

December 2022

Vice President Morris Foster described the research motivations and benefits of the new Strategic Plan. He also presented a preliminary overview of the findings of a study of data science opportunities in Hampton Roads. The emergence of data science occupations is broad based in the Hampton Roads region. Key areas of high growth and strong specialization are found in cybersecurity, marine engineering, and logistics occupations. ODU leads in data science degrees awarded in Hampton Roads. ODU is moving data science forward for the region and the state through the School of Data Science, national lab partnerships, cluster hires, interdisciplinary bachelor's and master's degrees, and data science innovation clusters.

Dr. John Nunnery, Associate Vice President for Research, presented outcomes of the applied research initiative launched by the Office of Research in 2016. The initiative has used five key strategies: (1) develop and apply University strengths to regional needs, (2) capitalize on regional assets to develop a unique competitive edge, (3) develop organizational capacity through restructuring and capability enhancement, (4) expand the range of funding mechanisms used to support R&D, and (5) re-charge existing partnerships and develop new partnerships at all levels. Outcomes of the initiative included 49% growth in non-traditional R&D expenditures, several new types of funding mechanisms, 68% growth in industry-sponsored research, and over 800% growth in applied research expenditures from \$1.9 million to over \$16 million per year in 2022. Further growth is expected in FY 2023 through recent major funding for the Coastal Resilience Authority and for Mission Engineering.

### Report from the Vice President for Research

April 2023

Vice President Morris Foster introduced Dr. Kevin Leslie, Associate Vice President for Innovation and Commercialization, who gave a presentation on innovation and commercialization at ODU. He provided information on the following.

- How innovation and commercialization are defined and why we innovate and commercialize
- The innovation and commercialization process and those involved
- ODU's structure for innovating and commercializing
- Challenges to innovation and commercialization

**ITEM**

**MONTH OF BOARD OF VISITORS PROCEEDING**

Report from the Vice President for Research Con't

April 2023

Overall, ODU is well-positioned to capitalize on innovation and commercialization opportunities. Regional, state, and federal ecosystems are growing and maturing. Over the next two-three years, ODU will build a strong foundation to ensure that ODU is a modern player in the region for technology transfer, innovation leadership, and industry partnerships.

Report from the Vice President for Research

June 2023

Presentation by Vice President Foster on Carnegie classification changes.

June 15, 2023

PROMOTIONS IN ACADEMIC RANK  
EFFECTIVE 2023-2024

Promotions in academic rank have been approved for the following faculty members,  
effective with the 2023-24 academic year.

**Promotion to Professor**

**College of Arts and Letters**

Richard Nickel  
Department of Art

**Darden College of Education and Professional Studies**

Helen Crompton  
Department of Teaching and Learning

Justin Haegele  
Department of Human Movement Sciences

Steve Myran  
Department of Educational Foundations and Leadership

**Batten College of Engineering and Technology**

Vukica Jovanovic  
Department of Engineering Technology

Maria Pilar Pazos-Lago  
Department of Engineering Management and Systems Engineering

**College of Sciences**

Piotr Kraj  
Department of Biological Sciences

Matthew Schmidt  
Department of Ocean and Earth Sciences

### **College of Sciences con't**

Eric Walters  
Department of Biological Sciences

Nail Yamaleev  
Department of Mathematics and Statistics

### **Research Associate Professors**

Erika Frydenlund  
Virginia Modeling, Analysis and Simulation Center

Krzysztof Rechowicz  
Virginia Modeling, Analysis and Simulation Center

### **Research Professors**

Rafael Diaz  
Virginia Modeling, Analysis and Simulation Center

Robert "Mike" Robinson  
Virginia Modeling, Analysis and Simulation Center

### **Promotion to Librarian II**

Travis Jones  
University Libraries

### **Promotion to Librarian III**

Jessica Ritchie  
University Libraries