

NUMBER: 1401

TITLE: Initial Appointment of Teaching and Research Faculty

APPROVED: June 12, 1980; Revised November 19, 1987; Revised April 12, 2002; Revised September 9, 2005; Revised April 7, 2011; Revised June 16, 2011; Revised April 23, 2015 (eff. 6/1/15); Revised September 22, 2016 (eff. 1/1/17); Reviewed and Approved with No Changes April 22, 2022

SCHEDULED REVIEW DATE: April 2027

I. Purpose

This policy establishes guidelines for the initial appointment of all faculty members at the university – including tenure track, career track, and adjunct faculty.

- A. Only the President, or their designee, may offer employment (subject to approval by the Board of Visitors). Any departmental or college level administrator, chair/program director, or dean may recommend such employment.
- B. An initial faculty appointment should not be considered final until it has been approved by the Board of Visitors. All offers of employment and other communications with potential faculty members should specifically state this fact.
- C. Except as described in the Initial Appointment with Tenure section of this policy (below), all initial appointments to the faculty shall be probationary and no award of tenure or promise of an award of tenure shall be made to a faculty member except in accordance with the Board of Visitors Policies on Tenure, to include review of credentials by all review bodies. No chair/program director, dean, or other administrative official shall have the authority to make a statement of expectation of tenure, or a written/oral commitment that implies in any way a promise of tenure.
- D. In the case of certain initial appointments to the rank of professor or associate professor, the president has the authority to eliminate the probationary period for tenure and to make a firm offer or promise of tenure subject to the approval of the Board. It is the sense of the Board that this authority should be exercised only when the best interests of the University require it. All such cases must be reported to the Board for approval before tenure is awarded.
- E. The president is accountable to the Board of Visitors for ensuring the appointment of faculty qualified to carry out the mission of the institution, for maintenance of fiscal responsibility in assignment of faculty positions, and for the establishment of procedures to carry out Board policy in initial appointments. The president may delegate some or all

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II. Initial Appointment Procedures

A. Position Approval

1. Department. In a timetable established in accordance with the procedures for building the operating budget for the coming year, each department anticipating hiring new faculty for the coming year projects the positions it wishes to fill, including both new positions and replacements for retiring faculty members or others known to be leaving.
 - a. These projections must be in accordance with the approved mission of the department and must be clearly related to demonstrable needs of the department, including at least a clear relationship between instructional faculty and projected FTE students in accordance with the departmental faculty/student ratios approved by the appropriate executive vice president.
 - b. Other justifications for positions may include establishment of new academic programs that may not immediately produce FTE students sufficient to justify the position, existence of substantial funded research for which time will be purchased by an outside agency, and important service activities required by the department within the University's mission.
2. The dean recommends to the appropriate executive vice president, in priority order, new and replacement faculty positions for the coming year together with salaries required for each position. Copies of the departmental recommendations may be included by the dean in the report to the appropriate executive vice president.
3. Based on the projected needs of the following year, the appropriate executive vice president requests a specific number of faculty positions and a budget for these positions from the president at the appropriate time in the annual budget process.
 - a. Within the budget and positions allocated to the appropriate executive vice president by the president, they assign positions and funds to each dean for new and replacement faculty positions.
 - b. The dean allocates these positions with general salary ranges to the departments in the college/school.
4. If a position becomes vacant because of an unexpected resignation or for any other cause, this fact is reported promptly to the appropriate executive vice president.
 - a. Vacated positions are not automatically assigned to the same college/school or department but are assigned based on university and college/school priorities.
 - b. The appropriate executive vice president may take action as deemed appropriate including reassign the position to the college/school in which it previously existed, assign it to another college/school, freeze or discontinue the position.
 - c. If the position is assigned to a college/school, the appropriate executive vice

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president may allocate additional funds to the dean of that college/school to cover the salary of this position. These funds may not necessarily be equal to the salary of the departing faculty member.

B. Recruitment and Interview Procedures

1. Once a position has been assigned to a department, the following recruitment procedure is instituted. A similar procedure will be followed for interdisciplinary faculty and joint appointments (see the [Policy on Joint Appointments](#))¹.
2. A statement of need for the position is developed by the department chair in consultation with the faculty in the department and approved by the dean. The statement should indicate clearly the primary responsibilities that the new faculty member will be expected to perform and the qualifications necessary for the performance of these responsibilities. For faculty hires in the School of Medicine, the department shall complete the required Talent Management and Culture forms.
3. The department chair appoints a search committee. For teaching and research faculty in leadership positions in Macon & Joan Brock Virginia Health Sciences (Deans, Chairs, Center Directors, etc.), the Executive Vice President for Health Sciences, or designee, shall appoint the search committee.
4. The search committee consults with the Division of Academic Affairs or Talent Management and Culture (for faculty recruitment in the School of Medicine or leadership recruitment at Virginia Health Sciences) for advice concerning effective advertising and recruitment strategies to ensure the most qualified applicants and adhere to the University's policies and procedures for attracting a robust pool of qualified applicants. Failure to demonstrate concerted effort to attract a broad range of qualified applicants may result in the refusal of the appropriate executive vice president to accept the search committee's recommendation.
5. Advertisements may be placed in appropriate professional journals identified by the College/School or Department. Specific procedures concerning recruitment advertising can be obtained from the Division of Academic Affairs or Talent Management and Culture (for faculty recruitment in the School of Medicine or leadership recruitment at Virginia Health Sciences).
6. Departments are encouraged to use other appropriate means to search for the strongest possible pool of qualified candidates.
7. Credentials of candidates are carefully screened by the department or inter-departmental search committee to determine the best qualified for the open position.
8. After confirming the strength and quality of the pool of applicants, the Dean may approve the list of candidates selected for on-campus interviews. The number of candidates invited to campus will be determined by the Dean in consultation with the appropriate executive vice president.

9. The following procedures for campus visitations are followed:

The search committee must receive approval from the dean and the appropriate executive vice president prior to inviting the candidate to campus. The search committee should follow all procedures

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in the current recruitment system to obtain full approval. The hiring manager or search committee is responsible for setting up the campus meeting schedule with designated personnel.

- a. Candidates for associate or full professor seeking an initial appointment with tenure must be scheduled for appointments with the appropriate executive vice president or a designee.
- b. The department chair informs the candidate of the University policies concerning moving allowances and other relevant matters. All candidates should be told that their regular teach load assignments may include daytime, evening, in-person, or distance learning classes. A faculty member may be hired to teach exclusively online or exclusively on campus/in person.
- c. As part of the on-campus interview process, candidates may be expected to present a classroom lecture, conduct a seminar, or deliver a public talk so that faculty and students may observe their command of subject and clarity of presentation.

C. Recommendation

1. The chair, after receiving and considering the search committee's recommendation, recommends the most acceptable candidate, and salary range, to the dean.
2. If the dean approves the candidate, they propose a salary within the budget previously assigned to the dean's office by the appropriate executive vice president. For faculty being recruited to leadership positions in the School of Medicine, the Division of Talent Management and Culture shall provide the salary quote.

The dean recommends to the appropriate executive vice president, on a prescribed form, that an offer be made. The Division of Talent Management and Culture reviews the candidate selection to ensure compliance with applicable hiring regulations.

- a. If the dean is requesting any special consideration, limitations, or exceptions to normal policy and procedure concerning the appointment, this shall be transmitted as part of the recommendation to the appropriate executive vice president.
- b. If all necessary approvals are received, the appropriate executive vice president shall direct that a formal offer be sent to the candidate. This includes a contract and a cover letter specifying any unusual conditions or exceptions concerning the appointment, and a deadline for returning the signed contract.
- c. If the signed offer is received by the specified deadline, the employment becomes effective when approved by the Board of Visitors.

D. Initial Appointment of Faculty of Practice and Visiting Faculty

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Appointment to the rank of faculty of practice or visiting professor, such as artist-in-residence, etc. is recommended by the department/school chair/director to the dean after consultation with the faculty of the department/school. Initial appointment or reappointment of faculty of practice attached to a department/school must be reviewed and recommended for appointment or reappointment by the promotion and tenure committee of the department in question. If the dean approves, they recommend the appointment to the appropriate executive vice president. If the appointment is approved, the appropriate executive vice president for academic affairs notifies the faculty member.

E. Initial Appointment with Tenure

1. If the initial appointment is to the rank of professor or associate professor and the department wishes to award tenure at the time of appointment, request for an initial appointment at that rank with tenure must be initiated by the chair and reviewed by all tenure review bodies.
 - a. The candidate's credentials must be provided to the department promotion and tenure committee and their recommendation and vote recorded and sent to the college/school promotion and tenure committee.
 - b. The college/school promotion and tenure committee reviews the credentials and the recommendation of the department promotion and tenure committee and makes a recommendation. The recommendation and vote are recorded, and all materials are forwarded to the dean.
 - c. The dean makes a recommendation and forwards all materials to the University promotion and tenure committee.

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e. The provost and executive vice president for academic affairs makes a recommendation to the president in consultation with the executive vice president for health sciences, as appropriate.

2. All reviews shall be based on the candidate's application materials and may include a statement of research and teaching philosophy and letters of reference. Evidence of teaching and research excellence should be included. Normally, an initial appointment with tenure will be granted only to a faculty member who already has achieved a distinguished academic record and held a tenured position. This policy applies to both internal candidates and external candidates. Current CVs for both the candidate and the references must be provided to all review bodies.

F. Initial Appointment of Research Faculty

1. Research faculty are normally supported largely from non-Commonwealth funds and/or are expected to generate their own support from such funds.

2. The department chair recommends the appointment of a full-time research faculty member in a college/school to the dean. The dean recommends appointment to the appropriate executive vice president, who, in consultation with the vice president for research and economic development, makes the final decision concerning the appointment. The appropriate executive vice president notifies the applicant of their decision.

3. For research faculty in a University Research Center, the Center Director recommends the appointment to the Vice President for Research and Economic Development who makes the final decision.

4. Research faculty who are being recruited to the School of Medicine shall follow the recruitment process as outlined in Section B.2.

G. Onboarding Faculty

All offers to faculty shall be contingent upon the completion of applicable onboarding/credentialing procedures, modules, and required training, which include, but are not limited to, criminal and exclusion list background checks, drug and alcohol screening, and a verification of the faculty member's professional qualifications. Faculty in the School of Medicine must acquire the required hospital privileges.

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The following procedures are used for initial appointment of part-time faculty and faculty of practice:

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