

FRANK BATTEN SCHOOL OF LEADERSHIP AND PUBLIC POLICY
PROMOTION GUIDELINES FOR TENURE-TRACK FACULTY

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Promotion Criteria

Appointment as an Assistant Professor in the Frank Batten School of Leadership and Public Policy carries no presumption of promotion to tenure. Tenure is earned by excellence in a combination of research on, teaching about, and engagement with the practice of leadership and/or public policy, and administrative service to the school and university, each of which must be relevant to the goals of School and the University. Promotion to tenure requires distinction in some area of research related to leadership and/or public policy and the promise of continued eminence throughout the individual's career.

The Associate Professor rank in the Batten School carries no presumption of promotion to Professor. Such promotion is earned by further sustained excellence in a combination of research on, teaching about, and engagement with the practice of leadership and/or public policy, and administrative service to the school, university, and relevant profession, each of which must be relevant to the goals of the School and University. Promotion to Professor requires evidence of continued productivity and enhanced quality and impact that goes well beyond the record attained when promoted (or appointed) to Associate Professor.

Research: A candidate for promotion to a tenured position in the Batten School will be expected to have achieved national recognition among leaders in her/his field(s) for scholarly contributions to the literature. A candidate for promotion from Associate Professor to Professor in the Batten School will be expected to have achieved sustained national and emerging international recognition for scholarly contributions to the literature. A judgment concerning a candidate's record of research will rest most heavily on internal and external assessments of the quality of the research, its relevance to leadership and public policy, and its publication in peer-reviewed journals and in books from top-ranked presses. In addition, competitive grants, citations, and scholarly honors and awards may provide evidence of research excellence. Consistent with university policy RES-003, classified research will not be taken into account, either positively or negatively, in faculty evaluations, including annual reviews or reviews for reappointment, or promotion, or tenure, unless the research has been declassified. A candidate's research record and plans for future research must provide grounds for an expectation of continued significant scholarly productivity.

Teaching: The quality of the candidate's teaching performance will be given significant consideration in a decision to recommend promotion. It is expected that candidates for tenure will have established records of excellence in classroom teaching and in other

educational activities associated with the degree programs of the School. A candidate for promotion to Professor will be expected to have exhibited continued excellence in instruction. Teaching contributions beyond the Batten School (e.g., advising PhD students in related fields) will be considered as part of the review.

Engagement with the Practice of Leadership and Public Policy: Although the School does not expect assistant professors to compile extensive records of engagement with the practice of leadership and public policy, it is strongly interested in encouraging its faculty, particularly the tenured faculty, to have such involvement. Hence, evidence that a candidate for promotion has an interest in engagement with the policy world and is likely to develop these activities more fully as a tenured faculty member will receive positive weight in a promotion decision. A candidate for promotion from Associate Professor to Professor will be expected to have substantial, widely recognized and impactful engagement with the practice of leadership and public policy. Such engagement, however, will not substitute for the School's expectations concerning research accomplishments.

Service: It is expected that assistant professors will engage in a variety of service activities within the School, the University, and their profession. A candidate for promotion from Associate Professor to Professor will be expected to have developed a record of distinguished service to the School, the University, and the profession.

Moreover, collegiality and good citizenship are important aspects of scholarship, teaching, engagement, and service, with the potential to influence both one's own work and that of others. A professional school is most effective when faculty and staff work cooperatively toward the accomplishment of mutually agreed upon goals and purposes. A candidate's ability to work with other faculty, staff, and students is considered in relation to its impact on the School's overall mission.

Timing of Promotions

1. Except in special circumstances, assistant professors will be reviewed for promotion to associate professor with tenure in their sixth year of service. A faculty member who wishes to be reviewed for promotion earlier than the sixth year should submit a request to the dean, who will discuss the request with the Executive Committee before reaching a decision. If the review is being undertaken in response to an outside offer, the dean will consult with the Executive Committee about an expedited schedule for the review.
2. An assistant professor can decline to be reviewed for promotion by submitting a letter of resignation to the Dean before the start of the review process.
3. An assistant professor may request an extension of her/his probationary period or a stoppage of his/her tenure clock for the following reasons:
 - Pregnancy, childbirth, and dependent care. The University's policies provide for an extension of the probationary period for one year.
 - Severe illness

- Public or university service responsibility. Occasionally, an Assistant Professor may be invited to take on a heavy public or university service responsibility that is clearly of long-term value to the individual and institution, but which imposes time demands that will substantially limit research activity during the period of service.
- Other exceptional circumstances within the school that directly and adversely impact a candidate's ability to conduct research

Faculty seeking an extension of the probationary period should submit a written request to the dean as soon as is feasibly possible following the reason for the extension. In cases where a decision must be made by the School, the Executive Committee will be responsible for reviewing these requests and forwarding a recommendation to the dean. An extension or stoppage of a candidate's tenure clock must also be approved by the Provost.

4. The timing for promotion to Professor should be based on consultation between the candidate and the dean. A candidate may request to be reviewed for promotion based on the belief that he/she has attained the sustained excellence as Associate Professor to merit a promotion. If the promotion process results in a negative decision, the candidate will remain in the rank of Associate Professor. Timing for a subsequent request for promotion should be based on consultation between the candidate and the dean.

Promotion Procedure

1. In April of each year, the dean and the Executive Committee will determine who will be reviewed the following academic year.
2. In cases of joint appointments with units that will also be carrying out a review, the dean will be responsible for arriving at a mutually acceptable plan for coordinating the reviews in the other units. This will include consultation and coordination with other units concerning the set of external reviewers.
3. By April 15, the dean and Executive Committee will appoint an ad hoc promotion committee for each candidate for promotion. The committee will consist of three tenured members of the Batten School Governing Faculty at or above the rank sought by the candidate, one of whom the dean will designate as chair. Committee membership should reflect both the candidate's disciplinary field and the broad interdisciplinary research community of the School. The identities of the committee members will be revealed to the candidate.
4. If there is no faculty member in residence to represent the candidate's discipline on the committee, the dean will identify UVA faculty in the candidate's discipline from other UVA schools to act as additional committee members.
5. If the candidate believes there are individuals whose service on the committee would be inappropriate, s/he should provide the dean with this information, indicating briefly but clearly the nature of the reasons. The dean and the Executive Committee will give serious weight to this information in appointing the promotion committee.

6. The candidate for promotion will be invited to submit a list of six individuals not at the University of Virginia who might be asked to write external letters evaluating the candidate's scholarship and standing in the field. This list should not include individuals with whom the candidate has a close professional relationship (adviser, mentor, co- author, etc.).
7. If the candidate believes there are individuals from whom it would not be possible to get a fair and balanced external evaluation, s/he should provide the dean with this information, indicating briefly but clearly the nature of the reasons. The dean and the Executive Committee will give serious weight to this information in constructing the list of external reviewers. The candidate may also be invited to submit a list with the names of up to five former students (at least some of them Batten School students) who are particularly well positioned to comment on the candidate's contribution to their education. These lists will be due by April 15.
8. The promotion committee will also assemble a list of potential external reviewers. In consultation with the Executive Committee, the members of the promotion committee, and any other units joining in the review, the dean will select the names of prospective external reviewers from the candidate's list and the list constructed by the Executive Committee and contact them in writing to ascertain their availability to participate in the review. This should be accomplished by May 15. The goal will be to receive evaluations from at least six external reviewers.
9. By July 1, a candidate for review will submit one copy of the following materials to the dean for use in the review:
 - A. A current curriculum vita
 - B. The candidate's statements (suggested length: 10-15 single-spaced pages)
 - A statement describing the candidate's scholarship in the current rank and indicating how it contributes to a coherent field (or fields) of inquiry and describing future research agendas. This statement should provide the committee and external reviewers with an overview of the candidate's research and an evaluative framework for reading and understanding the work
 - A statement describing the candidate's teaching philosophy, experience, and future teaching plans
 - A statement describing the ways in which the candidate's published work and professional activities have contributed broadly to the fields of leadership and/or public policy.
 - A statement describing the candidate's service activities within the Batten School, other UVA units, the University, and beyond the University and how the candidate's activities have contributed to these environments
 - C. Supporting materials (focused on activities within current rank)
 - Research
 - Copies of all published and unpublished work
 - Reviews of published work (if available)
 - Teaching

- List of courses taught (in the Batten School and elsewhere), including term taught and enrollment
 - Course syllabi and other course materials that provide insight into the faculty member's teaching in the Batten School and in other units
 - Course evaluations
 - Information on other teaching activities (advising, exam service, dissertation service, curricular development, etc.) in the Batten School and other units
 - Materials documenting engagement with the practice of public policy
 - Materials documenting the candidate's service activities
10. These materials will be copied by the Batten School and distributed to the promotion committee by July 15. The curriculum vitae, statements concerning the candidate's research and engagement with the practice of public policy, and the candidate's research publications will be sent to external reviewers by July 15, along with a copy of the Batten School's criteria for promotion. External reviewers should be asked to submit their letters by October 15.
 11. The candidate will have the opportunity to submit additional research publications and an updated curriculum vita by the end of the first week of classes in Fall term. These publications will be copied and distributed to the promotion committee and the external reviewers by September 15.
 12. The dean will invite the heads of other units with which the candidate is affiliated to submit a memo providing whatever information about the candidate's participation in the unit that it wishes the Batten School to take into account in its evaluation of the candidate. The dean will request that these memos be submitted by October 15.
 13. The committee may contact Batten School students who have first-hand knowledge of the candidate's teaching quality and invite comments concerning the candidate's contributions to their education.
 14. The committee may contact Batten School faculty who have engaged in peer review of the candidate's teaching for an assessment of teaching quality and trajectory.
 15. The promotion committee will submit its report to the dean by the last workday in October. The report may include minority views. The committee shall attach a final page to the report indicating its recommendation concerning promotion.
 16. A copy of the report (with identifying information redacted and without the final page containing the recommendation) will be given to the candidate, who may submit a written response within ten days of receiving it.
 17. The report and the candidate's response to it will be distributed to members of the Governing Faculty at the appropriate rank at least two weeks prior to the meeting at which the Governing Faculty will discuss the case. Faculty will be expected to read these documents, the candidate's published research, and the external letters prior to the meeting.
 18. The dean will schedule well in advance two meetings of the tenured professors of the Governing Faculty at or above the rank sought by the candidate, scheduled for approximately one week apart. At the beginning of each meeting the dean will remind the faculty that discussions at these meetings are strictly confidential and

that any breaches of confidentiality will be regarded as unprofessional conduct. At the first meeting, the chair of the promotion committee will summarize the committee's recommendation and reasoning and will facilitate the discussion. No vote will be taken at this meeting. At the second meeting, the discussion will be resumed and a vote will be taken. All tenured professors on Governing Faculty at or above the rank sought by the candidate present at the second meeting are eligible to vote. Those not present at the second meeting will be permitted to vote by proxy only if they attended the first meeting. The final decision to recommend promotion rests with the dean.

19. The dean will inform the candidate of the decision as soon as possible after the faculty meeting.
20. In cases of joint appointments, the initial vote shall refer to promotion under the existing fractional division of the appointment. If the Batten School votes to recommend promotion and the other unit does not, the dean and the Executive Committee will vote on whether to bring a new motion to the faculty for promotion with a higher fraction in the Batten School (presumably 100%). If the Batten School does not vote to recommend promotion, that decision will stand, although the faculty member may continue to teach in the School if the other unit proceeds to grant a 100% tenured appointment.

In the cases of initial faculty offers in the Batten School or retention of current faculty, expedited promotion and review may be conducted for tenure-track faculty. Although the same standards will apply to such faculty, the review process itself may be streamlined. In particular: the relevant ad hoc committee (in consultation with the Executive Committee) can expedite the process of generating external reviews; the report will not be shared with the candidate for written response; and the discussion of the case and relevant faculty vote will be conducted at a single meeting.

All promotion policies of the Batten School will be consistent with those established by the University of Virginia.