Virginia Commonwealth University
VCU Scholars Compass
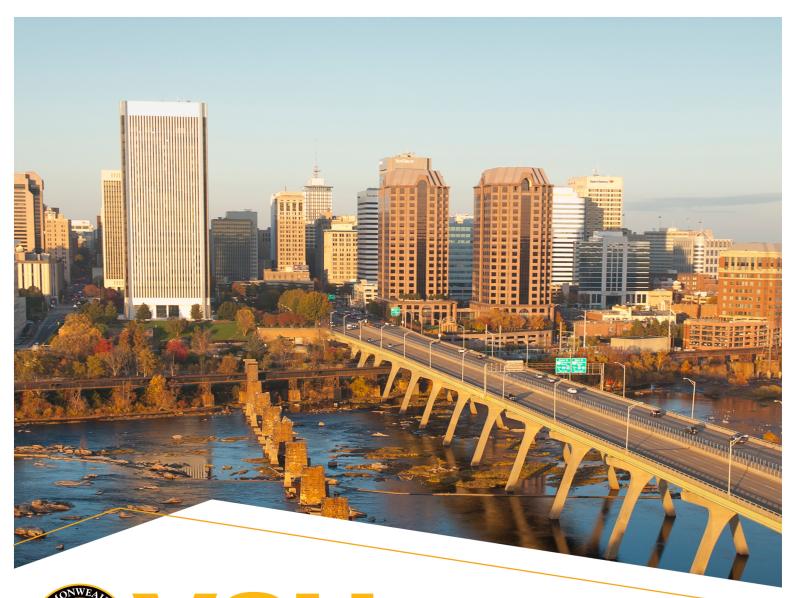
2017

2017-18 VCU Faculty Handbook

VCU Office of Faculty Affairs

Follow this and additional works at: https://scholarscompass.vcu.edu/facaffairs_pubs
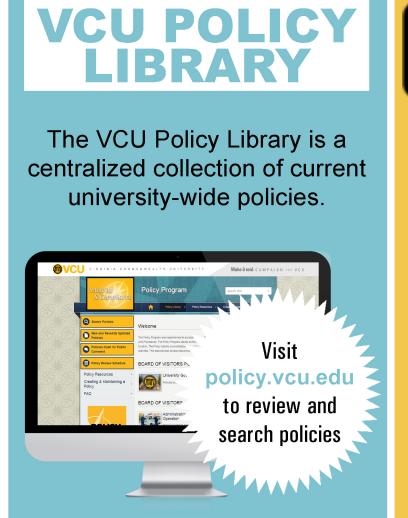
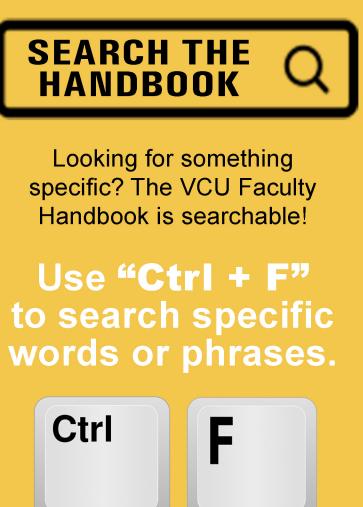Part of the Higher Education Commons

VCU

FACULTY HANDBOOK

ACADEMIC YEAR 2017-2018

About the VCU Faculty Handbook

The VCU Faculty Handbook contains information about the university, its campus and the surrounding community. The Handbook is not a complete guide to academics, research and other services, but is intended as a reference guide to orient new and continuing faculty to the university and provides additional sources for information. For detailed school or department information, please reach out to the specific departmental office.

The VCU Office of Faculty Affairs is committed to updating the Handbook on a yearly basis. For questions please email vpfacaffrs@vcu.edu

VCU POLICY LIBRARY

The VCU Policy Library is a centralized collection of current university-wide policies.

Visit
policy.vcu.edu
to review and
search policies

SEARCH THE HANDBOOK

Looking for something specific? The VCU Faculty Handbook is searchable!

Use "Ctrl + F" to search specific words or phrases.

Ctrl   F

VCU Faculty Handbook
Table of Contents

1. About the University

1.1 History

The university takes its founding date of 1838 from the year the Medical College of Virginia was created as the medical department of Hampden-Sydney College. MCV became independent in 1854 and state-affiliated in 1860.

VCU's Monroe Park Campus began in 1917 as the Richmond School of Social Work and Public Health. In 1925, it became the Richmond division of the College of William and Mary; and in 1939, its name was changed to Richmond Professional Institute. It separated from William and Mary in 1962 to become an independent state institution.

In 1968, Gov. Mills E. Godwin Jr. signed VCU into existence, based on recommendations set forth in a 1967 report developed by a legislative commission led by Edward A. Wayne Sr., president of the Richmond Federal Reserve Bank. Wayne was named vice-rector of the first Board of Visitors of VCU, and the university's Wayne Medal honors individuals who have made outstanding contributions or provided exemplary service to VCU. The full text of the Wayne Commission Report, explaining the development of Virginia Commonwealth University and the rationale for bringing together the Medical College of Virginia and Richmond Professional Institute, is available through VCU Libraries' Digital Collections website.

MCV and RPI merged to become VCU in 1968 and it is now the most comprehensive urban university in the state.

To learn more about the history of VCU, view the James Branch Cabell Library Special Collections and Archives. To learn more about the history of healthcare at MCV, view the Special Collections and Archives at Tompkins-McCaw Library for the Health Sciences.

1.2 Mission, Vision, Core Values

Mission Statement
As the premier urban, public research university in Virginia, VCU's mission is to advance knowledge and student success through its commitments to:
- An engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting
- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve human health
- Interdisciplinary collaborations that bring new perspectives to complex problems and mobilize creative energies that advance innovation and solve global challenges
- Health care that strives to preserve and restore health for all people, to seek the cause and cure of diseases through groundbreaking research, and to educate those who serve humanity

- Diversity that provides a climate of inclusion, a dedication to addressing disparities wherever they exist, and an opportunity to explore and create in an environment of trust
- Sustainable, university-community partnerships that enhance the educational, economic, and cultural vitality of the communities VCU serves in Virginia and around the world

Vision statement
VCU will be a premier urban, public research university distinguished by its commitment to:
- The intellectual and academic success of a diverse student body
- Research and discovery that advances knowledge, inspires creativity and improves human health
- The global engagement of students, faculty, and staff that transforms lives and communities

Core values
1. Accountability
2. Achievement
3. Collaboration
4. Freedom
5. Innovation
6. Service
7. Diversity
8. Integrity

1.3 Quest for Distinction

Quest for Distinction is VCU's strategic plan that embodies the university's commitment to advancing knowledge and student success — a dual commitment that is distinctive among research universities. In June 2011 the VCU Board of Visitor approved Quest for Distinction. Quest was developed with the support and input of the entire university community. For more information, please visit the Quest for Distinction website.

1.4 Code of Conduct

VCU's Code of Conduct reminds us all to operate, first and foremost, with integrity. Specific university policies supplement the code's guidance and, when used together, provide direction in sound decision making. It is everyone's responsibility to know and understand the Code of Conduct, the policies that apply to our work and the resources available for clarification, when needed. This framework can help us avert major problems that can derail progress. The objective is to foster a culture that prevents such problems from arising by identifying issues early and addressing them promptly and efficiently. The Code of Conduct reminds us that we each have a personal responsibility to incorporate, and to encourage others to incorporate, VCU's values, ethical principles and commitments into our work and into our working environment. VCU's Code of Conduct can be accessed in full here.

1.5 Ethical Standards

Virginia Commonwealth University is committed to an environment of uncompromising integrity and ethical conduct. Our ethical standards are the foundation for our decisions and actions. As members of the faculty, staff and administration of Virginia Commonwealth University, our actions will be guided by these principles and values:

1. Respect
2. Honesty
3. Excellence
4. Responsibility and Accountability
5. Stewardship
6. Compliance

We recognize that our decisions and actions reflect not only upon our individual reputations but also upon the reputation of the university. Our actions will be guided by these ethical principles even when confronted by personal, professional, social, or economic pressures.

1.6 VCU Creed

Academic institutions exist, among other reasons, to discover, advance and transmit knowledge and to develop in their students, faculty and staff the capacity for creative and critical thought. At Virginia Commonwealth University, members of the academic community should strive to exemplify the following specific ideals in addition to other worthy ideals:

1. To demonstrate academic and personal integrity.
2. To respect the rights and property of others.
3. To be open to others' opinions.
4. To uphold academic freedom and freedom of intellectual inquiry.
5. To appreciate diversity, and to value and learn from the uniqueness of each person.
6. To uphold the right of all persons to be treated with dignity and respect and to refrain from all forms of intimidation, harassment, and illegal discrimination.
7. To demonstrate and respect intellectual courage in situations that demand it.

1.7 Organization

1.7.1 Board of Visitors

The University is governed by the Board of Visitors ("BOV" or "Board") and is under the control of the General Assembly of the Commonwealth of Virginia. The BOV is the policy-making body of the University. Its 16 members are appointed by the governor for a four-year term with the possibility of a second consecutive term. One VCU faculty member, one VCU staff member, and one VCU student, recommended by the president and approved by the Board, are non-voting representatives to VCU's Board of Visitors. Board meetings are held quarterly, generally in February, May, August, and November. At its meeting in May, the Board elects a rector to serve as its presiding officer and spokesperson. The rector takes office in July and appoints the Board's

standing committees. In August, the Board elects the vice rector, the secretary, and the members of the executive committee. Learn more about the Board of Visitors here.

1.7.2 The President

The president of Virginia Commonwealth University is the chief executive officer of the University and a member of the University faculty. The president presides at University meetings other than Board of Visitors meetings, and confers all degrees and diplomas. The president oversees the University in conformity with the purposes and policies of the Board. The president establishes the internal administrative structure in a manner that will ensure proper University management, adequate planning, and evaluation and improvement of academic programs. The president delegates responsibilities and authority to other officers and committees of the University. The president recommends to the Board of Visitors the establishment of faculty positions and the appointment, compensation, promotion, leave of absence, and termination of faculty after consultation with appropriate vice presidents. Vice presidents and other administrative officers are appointed by the Board of Visitors upon recommendation of the president and serve at the pleasure of the president.

1.7.3 Leadership and Vice Presidents

Meet VCU's leadership team here. The university's administration organizational chart can be found here.

Provost and Vice President for Academic Affairs

The provost and vice president for academic affairs is the chief academic officer for the university, responsible for developing academic planning and supporting the academic mission of the university. The provost ensures that students enjoy a high-quality educational experience during their time at VCU, that faculty and staff have the resources they need to produce world-class scholarship and creative expression, and that the university maintains its strong commitment to the community of which it is a part. The office's functional areas of responsibility include academic finance and administration; curriculum and degree development; faculty recruitment, retention, and professional development; student recruitment, retention, and engagement; planning and decision support; teaching and learning; international education; and the VCU libraries. The provost also leads development and implementation of the university's strategic plan, including strategic and long-range planning with other university divisions.

Vice President for Health Sciences and CEO, VCU Health System

The vice president for health sciences (VPHS) and CEO for the VCU Health System ensures the effective implementation of the missions of education, research, and service as they relate to health sciences and the academic clinical enterprise. The VPHS is responsible for overseeing the schools on the VCU Health Campus, which include Allied Health Professions, Dentistry, Medicine, Nursing and Pharmacy, as well as the Massey Cancer Center. Areas of responsibility include academic affairs, academic and research space management, financial and administrative affairs, and Interprofessional Education and Collaborative Care. The VPHS also serves as the Chief Executive Officer of the VCU Health System.

Vice President for Finance and Budget

The vice president for Finance and Budget serves as the chief financial officer of Virginia Commonwealth University. The vice president provides advice to the administration and Board of Visitors on all matters pertaining to the institution's financial affairs and oversees the business operations of key financial units across Virginia Commonwealth University.

Vice President for Administration

The vice president for Administration serves as the chief administrative officer of Virginia Commonwealth University. The vice president provides advice to the administration and Board of Visitors on all matters pertaining to the institution's administrative affairs and oversees the business operations of key administrative units across Virginia Commonwealth University.

Associate Vice President and Director of Athletics

The vice president for Athletics leads a division that includes baseball, basketball, cross country, golf, soccer, tennis, track and field, field hockey, lacrosse, and volleyball. The VCU Athletics website contains information for tickets, fans, shopping, information the division, the Ram Athletic Fund, and recruits.

Vice President for Inclusive Excellence

The vice president for Inclusive Excellence leads a division that focuses on nurturing a dynamic environment in which people of all life experiences and cultural backgrounds are valued and supported. This division promotes and fosters a climate of equity, diversity and inclusiveness; leads efforts to strengthen VCU's core mission and culture of inclusion and diversity; engages in promoting awareness and advocacy for the LGBTQIA+ community; provides diversity education and consultation to increase awareness, knowledge and skills; and serves as a campus and community resource on issues of access, diversity, excellence and inclusion.

Vice President for Research and Innovation

The vice president for Research and Innovation leads an office which seeks to partner with faculty in all schools and departments as they seek funding, plan studies, establish collaborations, calculate budgets, submit grant applications, negotiate industry contracts, and secure patents and licensing agreements. Skilled staff within each of the major divisions—sponsored programs administration, research subjects protection, animal research, technology transfer, industry partnerships, and education and oversight—help VCU faculty in all realms of the research process.

Vice President for Development and Alumni Relations

The vice president for Development and Alumni Relations maximizes philanthropic support by engaging stakeholders with our institution working in partnership with all VCU schools, programs and campuses as one development and alumni relations community and implementing the best practices and efficient strategies to achieve a comprehensive development program.

Vice President for University Relations

The vice president for University Relations serves as the chief communication officer for VCU and VCU Health, a cabinet level position with oversight of the offices of public affairs, university marketing, executive communications and events and special programs

1.7.4 VCU Health System

The Virginia Commonwealth University Health System is an urban, comprehensive academic medical center in central Virginia, established to preserve and restore health for all people, to seek the cause and cure of diseases through innovative research, and to educate those who serve humanity. The VCU Health System is committed to excellence in patient care and education as the preeminent academic medical center in the mid-Atlantic region. Quality and safety drive is the vision.

1.7.5 University Governance and Committees

Philosophy of Shared Governance
Virginia Commonwealth University values a model of shared governance that furthers the mission of the University within a culture of collaboration, transparency and trust among and within the major constituencies of the university. VCU is a more efficient and effective institution when the interactions of individuals and groups are based on trust and the realization of a shared commitment to work together toward the common good of the university.

VCU values collaboration that appreciates the distinct, but mutually-supportive, responsibilities distributed among the board, the administration, faculty, staff, and students of the university. This collaboration seeks and represents the voice of all constituencies in decisions and all matters that impact those constituencies, recognizing that shared governance is neither consensus nor democratic governance.

VCU values transparency such that constituent groups and individuals at VCU are aware of how university and unit decisions are made and the rationale for these decisions. Groups and individuals should have timely and easy access to information about the decisions for which they are responsible and about decisions that impact them. Such transparency also means that decision-making groups and individuals are accountable for the decisions they make and for involving the appropriate constituencies in those decisions.

A to Z List of Key Committees
VCU has a wide variety of governing and advisory committees in which faculty can be involved. A full list of committees can be found on the Office of the Provost's committee webpage.

2. Office of the Provost: Resources and Information

For detailed information on the Office of the Provost, please visit the website.

2.1 Vice Provosts

Detailed information on vice provosts can be found at the [office leadership webpage](#).

Senior Vice Provost for Faculty Affairs
The VCU Office of Faculty Affairs, under the leadership of a senior vice provost, oversees the university's promotion and tenure process, including providing tenure-eligible faculty with the tools to be successful in advancing their careers. The office develops and implements a university wide mentorship program, strengthens professional development for department chairs and other academic leaders, oversees and develops faculty awards, and completes other tasks associated with academic personnel issues. An integral part of Faculty Affairs, the Office of Faculty Recruitment and Retention (OFRR) leads initiatives to promote the hiring and retention of outstanding and diverse faculty members; the development, implementation and interpretation of faculty policies; the promotion and tenure process; and academic leadership development programs.

Senior Vice Provost for Academic Affairs
The Office of Academic Affairs, under the leadership of a senior vice provost for academic affairs, ensures the integrity, quality, and transparency of academic programs, and oversees policies and procedures governing the undergraduate and graduate curriculum. The senior vice provost for academic affairs provides leadership and guidance for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process and academic program review. The office is the liaison to the VCU Graduate School, the State Council for Higher Education in Virginia (SCHEV) and VCU's accreditor, SACSCOC).

Vice Provost for Community Engagement
The vice provost for community engagement leads the Division of Community Engagement, which works to mobilize university-community partnerships that generate innovative solutions to societal challenges, and prepares the engaged citizens of tomorrow, utilizing university programs focused on teaching, outreach, and research. The Division of Community Engagement provides Virginia Commonwealth University with a centralized administrative unit focused on community engagement and nontraditional programs.

Vice Provost for Student Affairs
The vice provost for student affairs leads the Division of Student Affairs, which provides programs, services, and facilities designed to create a student-centered culture promoting community, student engagement, and personal development. By enhancing the intellectual, personal, social moral, financial, physical, and psychological development of students, the division builds the student capacity to become contributing citizens in a global and diverse society. Division departments offer services on both the Monroe Park and MCV Campuses, including living-learning communities; support for students with disabilities; recreational and student activities; university student health services; multicultural student affairs; support for military students and dependents; career development; student conduct and academic integrity adjudication; technology support infrastructure; student media center; and a wellness resource center.

Vice Provost for Strategic Enrollment Management

The vice provost for strategic enrollment management leads the Division of Strategic Enrollment Management, which provides primary oversight for the recruitment, retention and graduation of students at all levels. The division provides student services through the offices of undergraduate, graduate, and international student admission, the Campus Learning Center, financial aid, new student and family programs, records and registration, student accounting, the Student Admissions Ambassadors, student-athlete support services, TRiO Student Support Services, university academic advising, and the Writing Center. These departments are supported by offices of data analysis and marketing. The division also oversees the Military Student Services, Intersession studies, summer studies, the Transfer Center, and university and academic advising. Additionally, the division works in tandem with other university departments to support the studies of current students with a focus upon four-year graduation for undergraduates. Maintenance of student records, as well as the issuance of grades, transcripts and diplomas, are the responsibility of the division.

Vice Provost for Planning and Decision Support

The vice provost for planning and decision support leads the Office of Planning and Decision Support (OPDS) and is responsible for supporting executive decision-making and university planning by providing the president, provost, senior administrators, and deans with timely information and data analysis. In addition, OPDS provides a variety of statistical information, such as the VCU Fact Card, reports, and data about the university.

Vice Provost for Life Sciences and Research

The vice provost for life sciences and research leads a division that offers degrees at all levels, but also functions as a university-wide matrix organization. Its mission focuses on integrative scholarship, provides a framework for borderless academics, and seeks novel approaches which can be shared by molecular biologists, mathematicians, engineers, ecologists, physicians, and artists. Its studies span the spectrum of Life Sciences.

2.2 iCubed

The Institute for Inclusion, Inquiry and Innovation (iCubed) seeks to eradicate silos by creating collaborations focused on the welfare of urban populations. iCubed works to hire faculty teams with a variety of backgrounds to solve real challenges related to education, empowerment, health disparities, and justice identified by the communities these faculty teams will serve. The five concepts that make up iCubed's cores are: oral health in childhood and adolescence; social justice; health and wellness in aging populations; racial equity, arts and culture; and culture, race, and health. The four themes that drive iCubed are: broadening access to education for students of diverse backgrounds; creating an inclusive environment for diverse faculty; being a catalyst for connections within the university community and with the community at large; and fostering innovative research and solutions to societal problems across boundaries.

2.3 Faculty Fellows Program

The Faculty Fellows program is designed to cultivate faculty leadership for the academic affairs, faculty affairs, community engagement, and student affairs aspects of the university mission; support faculty development and administration succession planning; increase collaboration and communication between academic units and the Provost's Office; and enhance the operations of the Provost's Office to accomplish key strategic goals. The VCU Provost's Office Faculty Fellows Program supports faculty members who have an interest in deepening their knowledge and skills in higher education administration and in contributing to the operations of the Provost Office. Fellows are appointed for two academic semesters with the potential of extending their appointment for an additional two semesters.

2.4 New Faculty Orientation and Academy

The Office of Faculty Affairs and the Center for Teaching and Learning Excellence (CTLE) offer a New Faculty Orientation and a New Faculty Academy to assist new faculty members in their transition into professional careers at VCU. The orientation is a single day event designed to introduce new faculty to the wide range of resources and opportunities at VCU. The academy is a series of workshops that provide information and insight to help faculty negotiate successfully important aspects of academic life.

3. Faculty

3.1 The Status of the VCU Faculty

A key goal of VCU's strategic plan is a commitment to the recruitment, retention, and support of talented and diverse faculty, who represent the core of the university's vision. Below are COACHE (Collaborative on Academic Careers in Higher Education) survey and faculty status updates reported to the VCU Faculty Senate.

COACHE survey reports:
COACHE 2015 Faculty Satisfaction Survey Results
COACHE 2015 Provost Report
COACHE 2015 Faculty Survey

Faculty status reports:
VCU's Faculty Status Report - November 2016
VCU's Faculty Status Report - November 2015
VCU's Faculty Status Report - December 2013
VCU's Faculty Status Report - January 2013

3.2 Faculty Appointments

The information in section 3.2 can be found in full in *VCU's Faculty Promotion and Tenure Policies and Procedures (P&T policy)* and *Faculty Salary Administration Guidelines*

3.2.1 Appointments

All faculty appointments are either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure), in accordance with *VCU's Faculty Promotion and Tenure Policies and Procedures (P&T policy)*. Teaching and Research (T&R) faculty appointments may be tenured, tenure-eligible, and term. VCU also offers Adjunct faculty appointments (temporary part-time) and other special faculty appointments outside of tenured, tenure-eligible, term, and adjunct faculty, such as Affiliate, Emeriti, Eminent Scholar, and Visiting. All faculty types mentioned are described below.

Teaching and Research (T&R) faculty

Positions in this category have specific assignments that customarily require instruction, research, and public service as their principal activity. These positions have academic ranks designated as Professor, Associate Professor, Assistant Professor, or Instructor. Additionally, faculty rank of Research Associate or Research Assistant may be used under appropriate circumstances. The University offers tenure to certain faculty based on an extensive peer review and administrative process.

Term Faculty

A term (non-tenure) appointment is a full-time appointment to the faculty for a specified mix of duties and does not lead to tenure. Term appointments shall always be at the rank of professor, associate professor, assistant professor, or instructor. Term (non-tenure) faculty members shall hold the same rights and responsibilities specified as tenured or tenure-eligible faculty except they shall not be afforded tenure or tenure eligibility. When appropriate to the duties assigned to the faculty member holding a term appointment, modifiers as defined by the unit (e.g., Clinical Professor, Visiting Professor, Research Professor, or Teaching Professor) should be used.

Track Transfers

The *Faculty Track Transfer* policy details how transfers from the term track to the probationary (tenure-eligible) track as well as transfers from probationary (tenure-eligible) track to term will be considered only in exceptional cases where there has been a clear change in the role and work of the faculty member within the degree-granting school or college.

Full policy: *Faculty Track Transfer*

Adjunct Faculty

Adjunct faculty (non-tenure) appointments are granted to faculty members who serve the university part-time and are employed for specific activities. The rights and privileges of adjunct faculty shall be specified in the guidelines of the unit making the appointment, but they shall not participate in the evaluation of full-time faculty members for promotion or tenure. Generally, adjunct faculty are evaluated by department chairs, although this Adjunct faculty are valued and integral members of the VCU community. The Office of Faculty Affairs is committed to providing resources to support their exceptional service and provides general employment resources, instructional support, mentoring and professional development information to further teaching and learning excellence.

Affiliate Faculty

Affiliate faculty appointments may be considered for individuals who, by virtue of their expertise, are deemed capable of making a significant contribution to a University program. The *Affiliate Faculty Appointment* policy covers types of faculty affiliate appointments, process of appointment, terms of appointment, faculty rank, basic criteria for affiliate appointments, promotion process, university privileges, and database of affiliate faculty appointments and maintenance of current affiliate information.

Full policies: *Affiliate Faculty Appointments*; *Employee and Affiliate Identification*

Commonwealth and University Professors

The President and/or Board of Visitors may designate the rank of commonwealth professor, University professor or emeritus professor as deemed appropriate. The appointment of a faculty member to one of these distinguished professorships at Virginia Commonwealth University constitutes one of the highest honors that can be granted to a university member. *VCU's Commonwealth and University Professorships* policy sets forth procedures for nominations and approvals for this rank.

Full policy: *VCU's Commonwealth and University Professorships*

Emeriti Faculty

The title Emeritus/Emerita is awarded for distinguished or exceptional service and outstanding dedication to the University. Normally, eligibility is limited to full-time faculty members who have retired at the rank of professor or associate professor and who have served the University for a period of not less than ten consecutive years prior to retirement. To be eligible for an Emeriti appointment, a faculty member shall be nominated by the department chair or applicable unit head. The nomination then requires approval by the respective dean, vice president, president, and/or Board of Visitors. Emeriti appointments carry the benefits of retired faculty, plus the following lifetime privileges: listing in University publications; participation in University processions; and ability to serve on dissertation committees.

Eminent Scholar

An Eminent Scholar shall be a person who has achieved national eminence in a discipline as judged by his or her peers on the evidence of effective teaching and productive scholarship, or on the basis of artistic achievement or distinguished accomplishments in areas that lie beyond academic endeavor. The appointee must hold the rank of associate professor or professor and must be full-time faculty. The Eminent Scholars Program provides matching funds to partially fund a compensation supplement for eminent scholar faculty positions over and above a base salary for the position.

Endowed Chairs and Professorships

The policy *Private Support for Endowed Chairs and Professorships* covers how the University seeks to attract, reward, and retain distinguished faculty, leaders, scholars, and artists of national and international reputation to occupy an Endowed Chair or Professorship as one of the highest forms of recognition. An Endowed Chair or a Professorship is intended to improve an existing program by providing support to attract

new faculty members. The *University Advancement Policies and Procedures Handbook* codifies existing policies and procedures, including purpose and overview of advancement management, methods of giving, general policy on restricting use of gifts, endowment funds/ named endowment funds, campaigns, naming of physical facilities, annual funds, donor recognition societies, advancement series, donor relations and stewardships, advancement communications, corporate foundation relations, and university alumni relations.

Full policies: *Private Support for Endowed Chairs and Professorships*

Visiting Faculty
Under special conditions, the University may appoint eminent, nationally or internationally recognized scholars as visiting professors for a specific, limited period of time. The appointee shall hold the rank of associate or full professor, or its equivalent. The appointee shall be a person who has achieved national eminence in his discipline as judged by his peers. The eminence of the appointee shall be judged, generally, on evidence of effective teaching and productive research as attested by his peers.

3.2.2 Administrative Titles
Faculty members may be assigned administrative titles designating administrative responsibilities held in addition to any tenured/tenure-eligible or term (non-tenure) faculty rank concurrently held. Administrative titles and compensation for administrative responsibilities are held independent of any concurrently held faculty rank. Periodic reviews of a faculty member's performance as an administrator are separate and independent of academic reviews conducted for faculty promotion and/or tenure under this document. Administrative titles and responsibilities are held for specific terms or at the discretion of a superior administrative officer. Removal from an administrative position does not impair any rights the administrator held as a faculty member. It is not possible for an administrator to hold tenure in an administrative title, but administrators may earn and hold tenure under concurrently held faculty titles.

3.2.3 Faculty Recruitment
VCU has a prescribed faculty search process that is administered by the Office of Faculty Recruitment and Retention (OFRR) in the Office of the Provost. The intent of this process is to recruit the best faculty members and to enhance efforts to increase the diversity of the VCU workforce. VCU is committed to recruit and retain diverse faculty, staff, and senior leadership with the skills and talents to advance teaching and learning, high impact research, scholarship and creative expression.

OFRR delivers the Recruitment Inclusive Champion (RIC) program in collaboration with the Office of the Provost and the Office of the Vice President for Health Sciences. This program helps to strengthen VCU's faculty recruitment efforts by building a cohort of knowledgeable champions from units across the university. Upon completion, Champions serve their respective schools/units by providing expertise and functioning as liaisons to the OFRR.

The Office of Faculty Recruitment and Retention [webpage](#) provides information about Faculty Search Process guidelines, search committees, video tutorials, and more.

3.3 Faculty Employment

3.3.1 Notice of Appointments (Employment Contract)

Every faculty appointment or change of status shall be specified in a written notice of appointment issued by or on behalf of the president and/or board of visitors to the faculty member. The notice shall include the following information: rank, academic unit(s) in which the appointment is made, type of appointment (tenured, tenure eligible, term (non-tenure), or adjunct), period of appointment, whether it is part or full time, and salary. If it is a tenure eligible position, the notice of appointment shall also include the length of the probationary period and the tenure review date.

3.3.2 Terms and Conditions

A terms and conditions of employment document is to accompany all faculty employment contracts. This document is part of the faculty contract and includes references to some of the key laws, policies, procedures that apply to faculty appointments. It also contains important conditions regarding the terms of appointment (e.g. background checks, criminal history records check, documentation of academic credentials, etc.)

For initial faculty appointments, transfers, and promotions

An offer of employment is conditional upon the following:

- Job-related background checks and consent to a criminal history records check. Criminal conviction investigations also will be conducted in connection with certain transfers and promotions.
  Full policy: *Criminal Conviction Investigations*
- U.S. citizens' verifying that they have registered for the Selective Service or providing documentation from the Selective Service System that their requirement to register has been "terminated or become inapplicable."
- Each new faculty member answering whether he/she has an income withholding order for child support payments. An affirmative response will not adversely affect employment.
- Verification of eligibility for employment in the United States via the U.S. Department of Homeland Security Form I-9 and E-Verify system must be completed on or before the date employment begins. Verification of employment eligibility is required for current faculty working on federal contracts that include the E-Verify clause.
- Within thirty (30) days of hire, employees are required to submit documentation to the hiring authority that they have the academic qualifications for the faculty position in which they are hired. Failure to comply with this documentation requirement and/or misrepresentation of their professional credentials in any manner may result in revocation of their contract and/or termination of their faculty appointment with VCU. In most instances, this required documentation will be an original, official seal bearing transcript from the institution which awarded their highest degree.

Terms of appointment

A faculty appointment with the University is binding after approval of the President and/or Board of Visitors of the University. Renewal of tenure eligible and term (non-tenure) appointments shall be at the option of the University, subject to the non-renewal notice provisions noted below and/or any applicable policies of schools or units of the University. To be valid, an extension or renewal of an appointment must be in writing and signed by the President, Vice President, or appropriate designee of the University.

Non-renewal of tenure eligible and term faculty contracts

Should a decision be made not to continue a faculty appointment beyond a specified date, the faculty member will be provided with advance notice based on the length of continuous employment as faculty member at VCU in a tenure-eligible or term position, as follows: At least three (3) months' notice before the contract end date during the first year of continuous employment in a faculty position (tenure-eligible or term) at VCU; or at least six (6) months' notice before the contract end date during the second year of continuous employment in a faculty position at VCU (tenure-eligible or term); or at least 12 months' notice, before the separation effective date after two years of continuous employment in a faculty position at VCU (tenure eligible or term). If the separation date is subsequent to the current contract end date, a new contract would be issued for the remainder of the notice period.

Academic year

For 12-month faculty, the academic year is July 1 through June 30. For 9 month faculty, the academic year is August 16 through May 15.

Payment of earnings

For 12-month faculty, dates of appointment are July 1 through June 30, the contract pay cycle is July 1 through June 30, and pay dates are July 16 through July 16. For 9-month faculty, dates of appointment are August 16 through May 15, the contract cycle is August 10 through May 9, and pay dates are September 1 through August 16. VCU faculty are required to receive their pay by direct deposit.

3.3.3 Benefits

Detailed faculty Benefits information can be found at VCU Human Resources faculty benefits webpage.

Employer Provided Benefits

Retirement

Full-time and part-time (50 percent or greater) faculty may choose between the VCU Optional Retirement Plan (ORP) or the Virginia Retirement System (VRS) for their retirement plan. This decision must be made within 60 days of employment or participation in a retirement plan will default automatically to the VRS.

Life Insurance

Faculty and classified staff who work 20 or more hours per week are eligible for basic and optional life insurance coverage from the Virginia Retirement System (VRS).

There are options if you are unable to work due to an illness or injury. Disability insurance may replace some or all of your income during an extended illness or injury. Family and medical leave under the Family and Medical Leave Act (FMLA) entitles eligible employees to take unpaid, job-protected leave for specified family and medical reasons.

Workers' Compensation

Under the Virginia Workers' Compensation Act and the Virginia Personnel Act, VCU is required to provide benefits to its employees who incur an injury or illness arising out of and in the course of official work-related duties. The VCU Human Resources workers' compensation office provides information to employees and supervisors to assist them in understanding how to prevent workplace injuries and how to process workers' compensation claims.

Leave

As an employment benefit, leave provides a means for faculty and staff to take approved time off from work for various reasons. Leave packages may vary slightly depending on employee classification. Twelve-month teaching faculty and administrative and professional faculty (nine- or 12-month) who work 50 percent or more of the pay period accrue the following leave:
- Annual leave at the end of each semi-monthly pay period in proportion to the number of hours they work.
- Sick leave as follows, depending on which sick leave program the faculty member participates in:
    - Traditional Sick Leave Program (TSLP) - at the end of each semi-monthly pay period in proportion to the number of hours they work.
    - Virginia Sickness and Disability Program (VSDP) - on Jan. 10 of each year in proportion to their total months of state service and whether they are full-time or part-time.
- Personal and family leave (only if they participate in the VSDP) on Jan. 10 of each year
-

Teaching faculty on nine- or 10-month contract observe the same holidays as students; they also accrue sick leave at the beginning of each fall and spring semester but do not accrue annual leave. When faculty members have a status change (e.g., full-time to part-time, part-time to full-time, or 12-month to nine- or 10-month teaching), the conditions of annual leave and sick leave change, including accruals and payouts. Eligible faculty qualify for other leaves of absence. Faculty earn leave before using it and, when possible, request approval in advance to take it.

Other leave types (Please visit the VCU Human Resources faculty leave webpage for more details on leave types):

- Administrative leave
- Bone marrow and organ donor (BMOD) leave
- Community service leave

- Educational leave
- Holiday leave
- Family and medical leave (**Policy**)
- Inclement weather leave
- Military leave
- Predisciplinary action leave
- Study-research leave
- Workers' compensation leave

Full policies: *Leave and Time Reporting*, *Faculty Sick Leave Reporting*, *Family and Medical Leave*

Optional Benefits

Health Care Coverage
Eligible full-time and part-time faculty may participate in the Commonwealth of Virginia's health benefits program. Premiums are paid with pre-tax dollars. Participants choose plans based on coverage needs and geographical location.

Flexible Spending Accounts
Full time faculty members have the option to start a flexible spending account (FSA). An FSA is an IRS-approved, tax-favored account that allows employees to stretch their eligible medical and/or dependent care dollars.

Tax –deferred annuity (TDA) and Roth 403b
VCU offers faculty and staff opportunities to participate in a Tax-Deferred Annuity (TDA) 403(b) program, the Roth 403(b) program, as an after-tax savings vehicle and a Cash Match plan for eligible faculty and staff who contribute at least $10 (pre-tax) each pay period to their TDA plan.

Other optional benefits include
Deferred compensation plan (DCP)
Optional group life insurance
Voluntary long-term care insurance
Purchase of prior service
Tuition waiver
Pre-tax parking
The VCU Human Resources website provides detailed information on all employee provided and optional benefits.

Risk Management

Liability Insurance
Under the statewide self-insured liability program, the University and its faculty members are covered for negligent acts while acting within the scope of employment. This coverage includes an employee bond and liability auto insurance coverage while driving state-owned vehicles.

Employees of VCU are covered under the Commonwealth of Virginia's self-funded Risk Management Plan for medical malpractice liability, while participating within the authorized scope of their employment.

The University is not responsible for the personal property of a faculty member. To cover loss or damage to personal property, faculty should consider purchasing a homeowner's policy or similar type of contract through their insurance company.

Work/Life Resources

As a proud member of the College and University Work/Family Association, Work/Life offers faculty and staff a multitude of resources — at no charge — to help balance work and home responsibilities throughout the life cycle. Please visit the VCU Human Resources Work/Life webpage to find out details on the services offered.

3.3.4 Faculty Resignation

A letter of resignation should be addressed to the appropriate dean or director with copies sent to the vice president and department chair. After submitting a resignation, a faculty member should consult with the appropriate department head or dean regarding arrangement for the return of keys and ID cards, closing of accounts, etc.

3.3.5 Faculty Retirement

When planning for retirement, there are many things to think about such as retirement income, health and life insurance. The Office of Faculty Affairs, together with VCU HR, provides resources for retired faculty or faculty seeking information about retirement at VCU. Retirement vendors provide individual retirement counseling sessions for the Optional Retirement Plan (ORP), Tax-Deferred Annuity (TDA) Program and Deferred Compensation Plan (DCP). Faculty can set up meetings with a representative from TIAA Cref or Fidelity.

The Retired Faculty Council provides a means for retired faculty to participate in the life of the university and remain involved with university affairs. It also serves as a way of gathering and disseminating information of interest to retirees, and it brings together long-time colleagues for stimulating events occurring on campus. The group is open to all retired faculty members and meets several times a year.

Retirement Programs

The university may offer a Faculty Early Retirement Incentive Program (FERIP) and/or a Faculty Transition Incentive Program (FTIP) in an effort to provide a financial early retirement incentive for certain tenured faculty that will facilitate the release of tenured faculty resources for budget reallocation or reduction in accordance with the university Strategic Plan goals, changes in enrollment, and other university needs. The *FERIP* and *FTIP* policies go into greater detail on each program.

Full policies: *Faculty Early Retirement Incentive Program (FERIP)*; *Faculty Transition Incentive Program (FTIP)*; *Faculty Alternative Severance Option (FASO)*

Rehire of Retirees

Effective April 1, 2016, the Virginia Department of Human Resource Management issued a change in state policy that applies to all state agencies including VCU. Under this new policy, VCU may not rehire former full-time or quasi-full-time faculty (working 30 hours or more) into positions ineligible for state health coverage (e.g. wage or adjunct) until the employees have been separated from the university for a minimum of 26 weeks.

Full policy: *Change in state rehire*

3.4 Faculty Responsibilities

3.4.1 Research and Scholarly Activities

The Office of the Vice President for Research provides services to facilitate the scholarly activity of faculty, students, and staff and to provide an environment that promotes the integration of research, scholarship, and graduate education. The office's essential role is to enhance faculty development, support the University's mission to generate and disseminate knowledge, and to maintain VCU's Carnegie status as "Very High Research Activity."

Intellectual Properties Policy

The *Intellectual Properties* policy discusses how the University shall retain all rights, title, and interest in any and all Intellectual Property generated, created, or developed in facilities operated or controlled by the University; supported by funds administered by the University; and/or performed in the course of regular duties by University Members, unless exempted by other provisions of this policy. It also discusses administration, procedures for submitting invention disclosures, protection and commercialization, distribution of income, and dispute resolution.

Full policy: *Intellectual Property*

Outside Professional Activity and Employment

The *Outside Professional Activity and Employment* policy discusses how faculty members may participate in limited service to or association with organizations and persons external to the institution to contribute to the growth of faculty competence and the purposes of the university. The policy details various types of outside professional activity; continuing education; the policies and procedures that apply to outside professional activity; the clinical practice of medicine and dentistry; other outside employment; grants, contracts and consultation using university facilities, services, or personnel; and implementation.

Full policy: *Outside Professional Activity and Employment*

Conflicts of Interest

The purpose of the *Conflicts of Interest* policy is to define the process for identifying, evaluating, managing and reporting investigators' financial relationships that have, or may appear to have, an impact on the objectivity and integrity of research conducted at Virginia Commonwealth University. This policy applies to research as well as to all sponsored projects. It states that investigators are required to report: 1) financial Interests annually, 2) updates in Financial Interests and, 3) research related interests to enable identification of Conflict of Interests in research.

Full policies: *Conflicts of Interest in Research*; *Institutional Conflicts of Interest in Research - Interim*

Other Research and Scholarly Activity Policies
Clinical Trials Registration
Conduct of Human Subjects Research
Corporate Research Agreements
Grant Establishment
Minimum Effort for Key Personnel on Sponsored Programs
Misconduct in Research and Scholarly Activities
Principal Investigator Eligibility
Reporting Sponsor-Investigator Investigational New Drug Applications (IND) or Investigational Device Exemptions (IDE)
Research Data Ownership, Retention, Access and Security
Research Exception for the Virginia Conflict of Interest Act Prohibited Contracts
Research-Related Institutes and Centers
Responsible Conduct in Research & Scholarship
Sponsored Agreements and Gifts
Sponsored Program Proposals-Definitions, Solicitation, Review, Approval and Submission Policy
Sponsored Programs Proposal Submission Deadlines
Using Controlled Substances For Research

3.4.2 Safety and Health
It is the policy of Virginia Commonwealth University (VCU) to maintain a healthy and safe campus and to conduct all university-related activities in compliance with applicable requirements for health and safety from federal, state, and local agencies. The *Environmental Health and Safety and Risk Management* policy discusses minor and major noncompliance, issues immediately dangerous to life and health, and Safety and Risk Management's duty to provide a safe environment to all.

Full policy: *Environmental Health and Safety and Risk Management*

3.4.3 Duty to Report
The *Duty to Report* policy discusses how VCU is committed to an environment of uncompromising integrity and ethical conduct wherein all individuals are expected to understand and comply with the laws, regulations, and policies that govern our university activities. The policy covers reporting emergencies or crimes; reporting misconduct; how to handle suspected child abuse or neglect; reporting discrimination;

sexual misconduct, harassment or retaliation; reporting fraud; and reporting research misconduct.

Full policy: *Duty to Report*

3.4.4 Solicitation Policy

The *Solicitation* policy covers how Virginia Commonwealth University restricts solicitation by employees, vendors, or sales representatives to minimize interference with the efficient operation of the organization and to protect the privacy of faculty, staff, students, patients, and visitors. It discusses procedures for vendors; external organizations and individuals; university-sponsored sales or events; employee sales or solicitations; access to data, space or employee records; and observed solicitations.

Full policy: *Solicitation*

Copyright and Privacy

VCU Libraries offers copyright resources and guidance as part of their commitment to educate the VCU community about copyright, fair use, intellectual property, and related issues affecting teaching, research, and scholarship.

Privacy
VCU Libraries are committed to protecting the privacy of Website visitors. They do not collect any personal information such as name, telephone number, address, VCUCard number, etc. unless users provide it voluntarily when conducting an online transaction on the VCU Libraries Website. They do collect non-personal information from each visitor to the VCU Libraries Website to allow them to manage the Website.

Personal Information Collected
When users choose to provide personal information to conduct an online transaction, the information is used only for the purpose of conducting the specific online transaction requested. Each online transaction requires only the minimum amount of personal information required to process a request.

Non-Personal Information Collected
Non-personal information is collected from every visitor to the VCU Libraries Website. For example, to track the number of computers used to visit the site and to identify most popular pages, the Internet Protocol address is collected - a series of distinct numbers that identify a user's computer.

Security
The VCU Libraries site has security measures in place to protect against the loss, misuse, and alteration of information under its control.

Please see VCU's Privacy Statement.

3.5 Faculty Performance

3.5.1 Faculty Promotion and Tenure Policies and Procedures

The *Faculty Promotion and Tenure Policies and Procedures* institutes a unified promotion and tenure system throughout the University, while allowing variations in the academic units to accommodate their specific needs. In regards to promotion and tenure, this policy covers goals, objectives, and authority; faculty ranks; appointments; university promotion and tenure policy review committee; school promotion and tenure committee; university appeal committee; academic review procedures for promotion and tenure for tenured, tenure-eligible, and term (non-tenure) faculty; administrative review procedures for academic personnel actions; the appeal process; the president and Board of Visitors; and procedure for termination of employment for tenured faculty members.

Full policy: *[Faculty Promotion and Tenure Policies and Procedures](#)*

3.5.2 Faculty Roles and Rewards

The purpose of the *Faculty Roles and Rewards* policy is to create a balanced roles and rewards system based on the premise that flexibility and accountability for faculty and their work units are all integrally related. This policy covers the governing criteria and guidelines for implementation around the following premises: a system of work unit accountability must become the focus of planning and evaluation; faculty work roles must be flexible, keyed to the work unit's mission, and consistent with promotion and tenure criteria; standards of excellence must be basis for evaluation of all faculty and work units; and how the institution must implement a fair and consistent system of merit-based reward.

Full policy: *[Faculty Roles and Rewards](#)*

3.5.3 Annual Assessment of Faculty Performance

The purpose of the *Annual Assessment of Faculty Performance* policy is to establish the criteria, implementation, and procedures by which to carry out the annual assessment of faculty performance. The policy covers criteria and implementation; an overview of the process of annual reports and departmental/ unit evaluations; sources of evaluation; annual assessment of deans and department chairpersons; clinical-track faculty; research-track faculty; faculty on leave or limited appointments; joint appointments; and appeal of faculty evaluation.

Full policy: *[Annual Assessment of Faculty Performance](#)*

3.5.4 Faculty Salary Administration Guidelines

Detailed information in this section can be found in VCU's *[Faculty Salary Administration Guidelines](#)*

VCU's Compensation Plan

In 2015, a VCU Compensation Plan was developed and serves as the framework for the continued implementation and development of compensation practices that embrace and support the mission of the university. The basis of this plan ensures that

salaries are in-line with competitive market data, and that they are internally equitable. VCU's Compensation Philosophy states that VCU is committed to attracting, engaging and retaining diverse, high quality faculty and classified staff in support of the University's Quest for Distinction Strategic Plan.

Pay Administration

Deans/Unit Heads have latitude to administer pay within the established compensation policy guidelines. The Central Human Resources Compensation Team will provide compensation advice and guidance to Deans/Unit Heads to assist them in making sound salary decisions. This includes providing information on market data, up-to-date salary structures, and analytical compensation reports. Market based salary structures have been developed for teaching and research faculty for each school based on rank, discipline, and specialty. The Deans/Unit Heads are provided with these salary structures and are required to manage effectively individual pay within the applicable salary structure.

Salaries and Salary Conversions

Salaries of VCU faculty are established upon review and recommendation by the appropriate chair, director, dean, vice provost or vice president, with final approval by the University president and/or the Board of Visitors, as applicable. Salaries for T&R and A&P faculty vary by school/college and discipline. Salaries for initial faculty appointments are set and approved through VCU's Compensation Plan. Salary structures have been developed for each school, based on rank, discipline and/or specialty. In determining initial salary to be offered to a prospective faculty member, hiring managers should reference the appropriate salary structure and range. Salaries for adjunct faculty are set at the discretion of the dean/unit head (in compliance with applicable FLSA guidelines) and carry no fringe benefits.

Institutional Salary

In determining the dollar amounts for each faculty position, the "institutional salary" is used. Institutional salary is defined as the contract salary approved by executive level management following prescribed administrative procedures. This definition meets the Federal "institutional base salary" definition, which is the "annual compensation that the applicant organization pays for the individual's appointment, whether that individual's time is spent on research, teaching, patient care, or other activities." Institutional salary excludes any income that an individual may be permitted to earn outside of duties to the applicant organization. Faculty working on grants are not allowed to receive higher rates of pay than other faculty performing the same work.

Salary Supplements

In limited instances, supplementing an employee's salary can be appropriate. The *Salary Supplements* policy discusses establishing rates of pay, payments excluded from salary supplements, and penalties.

Full policy: *Salary Supplement*

Administrative Supplements

Each of the University's colleges and schools (and other administrative units as appropriate) may maintain established administrative supplements for positions of associate and assistant deans, directors, department chairs, and others identified for assuming additional administrative responsibilities. Administrative supplement scales will be reviewed every five years and recommended by the appropriate vice president and approved by the president. These administrative supplements will be identified specifically in the respective administrator's initial and annual appointment contract. The identified supplements will end when the individual's corresponding additional duties and responsibilities end; for example, leaving a department chair or assistant dean position to assume normal faculty responsibilities.

Compensation for Faculty in Schools of Dentistry and Medicine
The Schools of Dentistry and Medicine have specific University-approved policies on clinical faculty compensation, which may include compensation from non-VCU funds. For School of Dentistry, T&R faculty salaries are guided by the School of Dentistry's Teaching and Research Faculty Salary Plan. For School of Medicine, Compensation plans are governed by the *Medical School Faculty Appointment and Compensation* policy.

Procedures for Salary Conversions
The standard conversion rate for faculty who change from a 9-month appointment to a 12-month appointment is 122% of the 9- month salary. The standard conversion rate for faculty who change from a 12-month appointment to a 9-month appointment is 82% of the 12-month salary. If a 12-month faculty member has an administrative supplement, the supplement should first be removed before the salary is converted to a 9-month appointment. Any exceptions to these standard conversions must be approved by the respective vice president and the president through the "Off-Cycle" faculty salary increase process

Merit Increases and Bonus Awards ("on-cycle")

Merit increases
The University has a prescribed annual faculty salary administration and bonus award process. This merit process is the usual basis for any individual salary increase and is contingent upon funding as authorized by the General Assembly. The faculty member's performance evaluation serves as the justification for each salary recommendation. Faculty, chairs, deans, and administrative faculty are evaluated annually in accordance with VCU's *Faculty Roles and Rewards* policy and the *Annual Assessment of Faculty Performance* policy.

Bonus Awards
The Faculty Bonus Award policy provides recognition and a financial reward for VCU faculty members. Bonuses may be awarded to those faculty whose performance exceeds the normal expectations and requirements for their positions or for superior accomplishments or achievement. All full-time faculty are eligible for the bonus award. The *Faculty Bonus Award* policy covers eligibility requirements, parameters, and procedures of the faculty bonus process.

Full policy: *[Faculty Bonus Award](#)*

Salary Increases outside Merit Process ("off-cycle")

"Off-cycle" salary increases

Since the usual basis for any individual salary increase is through the prescribed annual faculty salary administration (merit) and bonus award process, any salary increase outside this process is considered an exception. Accordingly, these requests must be made in writing and require the approval of the Dean and respective vice president. In addition, all salary increases are contingent upon approval by the president and/or the Board of Visitors, as applicable. The amount of the salary increase is based on objective factors, such as comparable positions within VCU and peer institutions of VCU, along with competitive market data and will be in accordance with the standard review procedures for salary increases.

Competitive Salary Offers

The University does not support the solicitation of competitive offers as a means of obtaining salary adjustments but does acknowledge that competitive offers occur naturally and, in situations where legitimate competitive offers have originated from comparable institutions of higher education, these offers should be considered and responded to based on the value of the faculty member and the quality of performance, in accordance with VCU's Compensation Plan. Internal salaries for like positions, along with competitive market data, will be used in the review of competitive offer recommendation.

Expanded/Additional Duties

Opportunities to receive additional compensation, such as a salary adjustment for an expansion of duties (permanent or temporary), will be made available to all teaching/research and administrative/professional faculty, which may/may not include a title change. Temporary changes in duties/job responsibilities are to be compensated on a temporary basis defined by the term of the additional responsibilities. If additional responsibilities become permanent, the base salary increase will also become permanent. Competitive market data, along with internal equity review, will be used to ensure equity in any recommendation for a salary supplement for temporary duties or if the duties become permanent.

Other Salary Increases

Salary increases may also be requested for other reasons including retention, internal alignment, change of duties, etc. The requests should be limited and must include a detailed written justification. All base salary increases outside of salary structure range must be reviewed by the Dean and respective vice president, in consultation with Central Human Resources, to ascertain the weight of supporting documentation and the impact of the increase on internal equity within the school/unit. Competitive market data, along with internal equity review, will be used to ensure equity in any salary increase recommended.

"Off-Cycle" Bonuses

Bonus awards normally coincide with the University's salary administration process for faculty salary increases. If no annual salary increases are scheduled, a bonus may still be awarded with approval of the President and/or the VCU Board of Visitors.

Promotions in Rank through VCU's Promotion and Tenure Process
If faculty are promoted in rank through *VCU's Faculty Promotion and Tenure* Policies and Procedures, salary adjustments may be made as approved by the Board of Visitors. Upon granting of promotion by the Board of Visitors, these salary adjustments are made at the beginning of the faculty member's contract.

Overload Jobs (Secondary Assignments)
The *Overload Jobs* policy defines how VCU employees holding overload jobs at the university are compensated for their work. Under certain circumstances, an employee may hold an additional job(s) at VCU that is outside of the scope of their primary job (overload job) and may receive supplemental compensation when certain criteria have been met.

Full policy: *Overload Jobs*

Salaries for Summer and Intersession Studies
Summer appointments may include instruction, research, advising, department curricula development, etc. The *Summer Studies/Intersession Faculty Compensation Policy* specifies faculty compensation related to Summer and Intersession instruction for full-time as well as adjunct faculty and graduate students. This policy also details procedures around instructor responsibility, pay date information, and appropriate summer loads .

Full policy: *Summer Studies/ Intersession Faculty Compensation Policy*

Continuing Education (CE) Instruction
Continuing education (CE) is an integral part of the mission of Virginia Commonwealth University, and faculty are encouraged to participate in such activity. "Continuing education" means VCU-sponsored short courses, seminars, and workshops directed at specific professional groups or target populations, and noncredit short courses advertised and open to the general public. Faculty participation in such activities sponsored by other institutions is considered outside professional activity (see previously mentioned policy on *Outside Professional Activity and Employment, Research and Continuing Education*).

3.5.5 Faculty Awards and Recognition Programs
VCU strives to recognize faculty excellence and facilitate the award process in an effort to highlight the dedication and perseverance of our diverse faculty members. Detailed information and types of awards can be found at the Office of the Provost's faculty awards webpage.

3.6 Faculty Development and Resources

3.6.1 Professional Learning and Development Resources

Detailed information on professional learning and development resources for faculty can be found at the Office of the Provost's [professional learning and development resources webpage.](#)

Academic Learning Transformation Lab (Alt Lab): ALT Lab models and inspires connected learning for a networked world through faculty development, student engagement, communities of practice, and technology enhanced active learning. We cultivate distinctive experiences of deeper learning fostered by high engagement for student success.

Community Engagement: The Office of Community Engagement offers training and development which includes The Community Engagement Institute, a Service-Learning Workshop, a Service-Learning Faculty Mentoring Program, the Service-Learning Faculty Fellows Program, Faculty Learning Community, and e-mail interest groups related to CEnR and service-learning.

Grace E. Harris Leadership Institute: The Institute develops and implements programs based on principles of collaboration and partnership. Other unique features include its strong theoretical grounding in the concept of transformational leadership, its commitment to long-term relationships with clients and participants, and its focus on leadership in academic and community settings.

VCU Office of Continuing and Professional Education: The Office of Continuing and Professional Education (OCPE) creates the best learning opportunities available to nontraditional adult learners. The team covers the gamut in nontraditional higher education, offering services such as noncredit, credit and CEU continuing education programming; customized training for all sectors; organizational needs analysis; content development; and more.

VCU Office of Research and Innovation: The Office of the Vice President for Research's Research Development team takes a comprehensive and proactive approach to assisting faculty is obtaining external funding. Services cover the full range of the grant life cycle, including identifying sponsors, building collaborative teams, supporting proposal development, providing training, and working with funding agencies.

VCU Opportunities for Learning and Development: The VCU Opportunities for Learning and Development home page is a portal to many of the VCU sponsored learning and development opportunities for employees (faculty, staff and affiliates). You can use the page to search for learning and development opportunities of interest and ultimately be connected to the sponsor's webpages for registration and other specific information.

VCU Technology Services Lynda: Lynda is a leading online learning company that has thousands of tutorials aimed at teaching business, software, technology and creative skills to allow its members to achieve personal and professional goals. Lynda's robust and vast library is able to meet the varied needs of the VCU community. Faculty can

utilize Lynda's vast library of course material to supplement their online and classroom instruction.

National Center for Faculty Development & Diversity: The National Center for Faculty Development and Diversity is an independent professional development, training, and mentoring community for graduate students, post-docs, and faculty members. They are dedicated to supporting academics in making successful transitions throughout their careers. They offer on-campus workshops, professional development training, and intensive mentoring programs.

Educational and Training Opportunities

Detailed information on educational and training opportunities can be found at Human Resources learning and development webpage.

VCU's policy on Educational and Training Opportunities covers guidelines including Human Resources' Educational and Training Opportunities Guidelines; tuition waiver for faculty, classified, and adjunct faculty employees; tuition reimbursement for courses taken at other educational institutions; educational leave of absence with one-half pay or without pay; university learning and development programs; and outside seminars and continuing education.

Full policy: *Educational and Training Opportunities* Policy

Tuition Waiver

Full-time faculty may apply to take up to six credit hours of tuition-free courses per semester at Virginia Commonwealth University. Adjunct faculty may receive a waiver of tuition and fees (excluding special course fees) for one class (1-3 credit hours) once they complete nine credit hours of adjunct teaching. The adjunct faculty tuition waiver must be used within the three-semester period immediately following the completion of teaching the nine credit hours. The summer semester counts as a semester.

Tuition Reimbursement

Full-time faculty may be reimbursed for job-related courses taken at other educational institutions provided that the courses are not offered at VCU (classroom or online) and are directly related to the employee's job.

Educational Leave of Absence with One-Half Pay or without Pay

This benefit (regardless of funding source) is available for a maximum of one year to full-time faculty and who have been employed by the university for at least one year; are in good standing with the university, as determined by the appropriate department head; have been accepted into an approved course of study at an accredited institution of higher learning; and obtain the proper approvals at least 30 days in advance.

Study-Research Leave

VCU enables faculty members to apply for a study research leave to enrich their professional growth and development. The *Study-Research Leave* policy includes procedures on eligibility for study-research leave; return commitments with study-

research leave; applications for study-research leave; and benefits while on study-research leave.

Full policy: *[Study-Research Leave](#)*

3.6.2 Real Estate and Relocation Assistance

VCU offers a relocation program for current and prospective university employees, utilizing relationships established with two local real estate firms, Joyner Fine Properties and Long & Foster. VCU's relocation program is dedicated to providing new and current VCU employees with quality service in all areas of destination services. In addition to options such as overview tours, drive-around rental assistance, and lending services, employees of the university also have access to financial incentives and real estate services.

3.6.3 Black Education Association

The Black Education Association (BEA) of Virginia Commonwealth University promotes the interests of African-American faculty. The BEA's mission is to help advance the professional development of black faculty at VCU, to help improve the socio-cultural and academic experience of African-American students, and to make general service contributions to the larger African-American community in the city of Richmond. Interested faculty should contact the assistant vice provost for institutional equity, in the Office of the Provost and Vice President for Academic Affairs, to locate the current officers of the BEA.

3.7 Discrimination, Grievances, and Complaints

3.7.1 Policy on Sexual Misconduct/Violence and Sex/Gender Discrimination

The *Sexual Misconduct/ Violence and Sex/ Gender Discrimination* policy prohibits specific forms of behavior that may violate Title IX of the Education Amendments of 1972 ("Title IX"); relevant provisions of the Violence Against Women Reauthorization Act of 2013 ("VAWA"); Title VII of the Civil Rights Act of 1964 ("Title VII"); the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act ("Clery Act"); and the Virginia Human Rights Act. This policy includes VCU's investigative, administrative and disciplinary procedures that will be followed in response to allegations of Prohibited Conduct. In any case of alleged Prohibited Conduct, this policy supersedes other university policies and procedures. It is the responsibility of every member of the VCU community to foster an environment free of Prohibited Conduct. The procedures established under this policy will be used to address, investigate and/or resolve all uncompleted cases on or after the effective date of this policy, regardless of when the underlying conduct occurred. VCU supports an environment free from retaliation. Summarized information is available at equity.vcu.edu.

Full policy: *[Sexual Misconduct/ Violence and Sex/ Gender Discrimination](#)*

3.7.2 Equal Opportunity

As an affirmative action and equal opportunity employer, VCU promotes the full realization of employment opportunity for all persons, including minorities, women,

individuals with disabilities and veterans. VCU does not discriminate in employment on the basis of race, color, religion, national origin (including ethnicity), age, sex (including pregnancy, childbirth, and related medical conditions), parenting status, marital status, political affiliation, veteran status, genetic information (including family medical history), sexual orientation, gender identity, gender expression, or disability. VCU also prohibits discrimination against employees or applicants because they have inquired about, discussed or disclosed their own pay or the pay of another employee or applicant.

The following person has been designated to handle inquiries regarding nondiscrimination policies and to serve as the overall coordinator for purposes of Title IX compliance: Laura Walsh Rugless, director of equity and access services and Title IX coordinator, Moseley House, 1001 Grove Ave., P.O. Box 842549, Virginia Commonwealth University, Richmond, VA 23284-2549, (804) 828-6404, titleix@vcu.edu. The following person has been designated to handle inquiries regarding the Americans with Disabilities Act, the Rehabilitation Act and related statutes and regulations: Paula McMahon, ADA coordinator, Equity and Access Services, Moseley House, 1001 Grove Ave., P.O. Box 842549, Virginia Commonwealth University, Richmond, VA 23284-2549, (804) 828-8532, ADAservices@vcu.edu.

Full policy: *Affirmation of VCU's Equal Opportunity-Interim; Notice of Nondiscrimination, Equal Opportunity and Affirmative Action*

3.7.3 Accessibility and Reasonable Accommodation for Individuals with Disabilities

Virginia Commonwealth University ("VCU") is committed to ensuring accessibility and equal access to its information, programs, and activities, including its technologies and web pages. VCU will provide reasonable accommodations to enable qualified individuals with disabilities to perform jobs, participate in classes or other university functions, or access university information, including information delivered through digital or online methods. The *Accessibility and Reasonable Accommodation for Individuals with Disabilities* Policy covers accessibility; requesting accommodation; interactive and individualized assessment to determine reasonable accommodation; providing accommodation; regular review and continued accommodation; confidentiality and record; complaints; and exclusions.

Full policy: *Accessibility and Reasonable Accommodation for Individuals with Disabilities - Interim*

3.7.4 Pay Transparency

As a federal contractor, Virginia Commonwealth University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or

action, including an investigation conducted by VCU, or (c) consistent with VCU's legal duty to furnish information. 41 CFR 60-1.35(c)

3.7.5. Faculty Mediation and Grievance

Disputes are best resolved amicably and informally through effective communication within and between academic units, and it is expected that any Grievant shall have attempted to resolve any dispute with another individual with the assistance of the Department Head, Dean/Director, Vice President for Health Sciences or Provost/Vice President for Academic Affairs, and/or Ombudsperson before invoking the grievance process set forth in the *Faculty Mediation and Grievance* Policy. The policy covers the VCU Faculty Grievance panel, the VCU mediation process, the grievance process, findings/ remedy, and documentation.

Full policy: *Faculty Mediation and Grievance Process*

VCU Ombudsperson

The ombudsperson is a confidential resource for all faculty, staff, and students at Virginia Commonwealth University. Information is available at ombudsperson.vcu.edu. In addition to providing assistance in problem, complaint and conflict resolution, the ombudsperson will monitor the policies, procedures and practices of the University for fairness and equity. The ombudsperson is a resource for information and guidance who, if necessary, directs clients to the University's formal processes for grievances.

Alternate Dispute Resolution

Virginia Commonwealth University (VCU) is committed to developing and promoting the use of stakeholder collaboration and alternative dispute resolution processes as appropriate. Through these alternative processes, university decision-makers and affected parties may reach mutually beneficial results without incurring the high cost of adversarial proceedings. The *Alternative Dispute Resolution* policy covers developing alternate dispute methods.

Full policy: *Alternative Dispute Resolution*

3.8 Other Faculty Policy Resources at the University

Academic Rights and Responsibilities:
The purpose of the *Academic Rights and Responsibilities* policy is to highlight important collegial academic rights and responsibilities for the VCU academic community including those related to academic freedom; matters of instruction and curriculum; admission, retention and graduation of students; university governance; matters of faculty status; selection of administrators; evaluation of performance; academic tenure; and termination of service and resignation.

VCU Conduct Rules and Procedures
The *Faculty Conduct Rules and Procedures* policy governs the conduct of all persons on University premises; that is, on the campuses of VCU, and other property or facilities owned, controlled, or being used by the University. This policy covers rights and

prohibited conduct; penalties and other disciplinary actions; procedures for complaints and charges; records and release of information; and implementation.

Faculty Affairs Resource Library

4. Academic Affairs

Detailed information on Academic Affairs can be found at the Office of the Provost's Academic Affairs webpage.

4.1 Academic Program Review

Academic Affairs oversees academic program reviews. Every degree program and certificate is reviewed on a cyclical basis. Within the academic unit, the dean of a school/college is accountable for program review. The program review process involves an intensive review to:
- Describe and reevaluate a unit's contribution to the university mission and strategic plan, the needs of the Commonwealth of Virginia, and where appropriate, the needs of the profession it serves.
- Measure and analyze the overall productivity and quality of performance (including teaching, research and scholarship, service, and/or patient care) of a defined unit.
- Identify existing and potential areas of excellence and distinctiveness.
- Guide decisions regarding funding, continuation, and continuous improvement.

4.2 Academic Programs

As an urban, public research university, Virginia Commonwealth University offers more than 225 certificate and degree programs. For the complete list of degree and certificate programs, along with academic requirements, course descriptions and more, visit the VCU Bulletin.

Academic units
College of Humanities and Sciences
- Richard T. Robertson School of Media and Culture
- School of World Studies

da Vinci Center
Honors College
L. Douglas Wilder School of Government and Public Affairs
Office of Research and Innovation
School of Allied Health Professions
School of the Arts
School of Business
School of Dentistry
School of Education
School of Engineering
School of Medicine

School of Nursing
School of Pharmacy
School of Social Work
University College
VCU Graduate School
VCU Life Sciences

Program Development and Approval

The process for developing new degree proposals and certificate programs, modifying programs of study, and making organizational changes in academic units has been updated. These streamlined processes reinforce VCU's commitment to academic integrity while maximizing efficiency for proposal development and approval.

The Office of Academic Affairs provides support and guidance for developing proposals and directing them through VCU's review and approval processes. These processes include priority setting, formal vetting of the proposed change, full proposal development guidelines, and interfacing with other internal stakeholders and programs.
The Office of Academic Affairs interfaces with two key external stakeholders, the State Council of Higher Education for Virginia (SCHEV) and the Southern Association of Colleges and Schools Commission on Colleges on behalf of the academic units. Typically, the final phase of the approval process involves a submission to SCHEV and/or SACSCOC.

4.3 Accreditation

Virginia Commonwealth University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award certificate, baccalaureate, master, and doctorate degrees. SACSCOC accredits institutions, not individual programs. The SACSCOC conducts a full review every ten years and an interim review every five years. The reviews are institution-wide and cover all aspects of VCU's operations: governance, academics, online education, faculty, student support services, library and information services, finances, physical facilities, and institutional effectiveness. Between scheduled reviews, VCU notifies and/or requests approval for specific actions.

Accreditation by SACSCOC signifies that VCU has (1) a mission appropriate to higher education, (2) resources, programs, and services sufficient to accomplish and sustain its mission, (3) clearly specified educational objectives that are consistent with its mission and appropriate to the degrees it offers, and that it is (4) successful in assessing its achievement of these objectives and demonstrating improvements. By VCU maintaining good standing, our students can access funds for financial aid, sit for licensure exams, and obtain other loans and grants that require admission in an accredited college or university.

4.4 Assessment

4.4.1 Assessing student learning outcomes: asking and answering questions about the efficacy of the curriculum

The primary purpose of assessing learning outcomes is the continuous improvement of student learning and degree program effectiveness. The assessment of expected student learning outcomes is, in simple terms, asking and answering questions about the efficacy of the curriculum. Assessment should answer the question, "To what degree are students achieving the learning that the curriculum has been designed to effect?"

4.4.2 Annual assessment reporting

All programs leading to a degree or certificate are mandated to maintain an assessment plan in VCU's online assessment management system, WEAVE. Access to the system is protected.

4.4.3 Assessment quality review (AQR)

The Assessment Quality Review (AQR) is a process that supports academic integrity at Virginia Commonwealth University. The AQR is an evidence-based review of 14 quality criteria of a degree or certificate program's assessment plan and practices, promotes keeping assessment practices timely and useful.

4.5 Operations

The Office of Academic Affairs and Senior Vice Provost for Academic Affairs ensures the integrity, quality, and transparency of academic programs and oversees policies and procedures governing the undergraduate and graduate curriculum.

4.5.1 CAT and CIM

CourseLeaf CAT and CIM products provide a centralized electronic information source for all bulletin and curriculum activities.

4.5.2 Syllabus Statements

Please place the student-relevant information on course Blackboard pages or syllabi. Detailed information can be found at the Office of the Provost's statements for syllabi and Blackboard pages webpage.

Topics include:
Campus emergency information
Class registration required for attendance
Honor System: upholding academic integrity
Important dates
Managing stress
Mandatory responsibility of faculty members to report incidents of sexual misconduct
Military short-term training or deployment
Student conduct in the classroom
Student email policy
Student financial responsibility
Students representing the university - excused absences
Students with disabilities

Withdrawal from classes

4.5.3 Textbook Selection/Adoption

A standard policy for textbook selection and adoption is in effect at VCU. In accordance with the Code of Virginia (Sec. 23-4.3:1), it is the policy of VCU to encourage efforts to minimize the cost of textbooks for students while maintaining the quality of education and academic freedom. Faculty are encouraged to review this policy and should follow these guidelines when making textbook selections for courses.

Full policy: *Textbook Sales*

4.5.4 VCU Bulletins

The Virginia Commonwealth University Bulletins are published yearly for each of the student populations served by the institution. The Undergraduate, Graduate, and Professional bulletins contain information about university policies, course descriptions, and academic requirements for the programs offered to the respective student populations. Visit bulletin.vcu.edu for more information.

5. Students

Detailed information students can be found at the Student Affairs website. Detailed information on university policies, course descriptions and academic requirements for the programs offered to the respective student populations can be located in the VCU Bulletin.

5.1 Student Affairs

The Division of Student Affairs seeks to create a student-centered culture promoting community, encouraging engagement and developing students to be contributing citizens in a global and diverse society through its programs, services, facilities, and activities. The departments provide essential services to support student success and life on both the Monroe Park and MCV Campuses. As the university continues to grow and evolve, so do our services and facilities. The central administration of the division also serves as a resource for students, parents, faculty, and staff who have problems or concerns regarding their interactions with each other and with the university, and assists in resolving issues or refers inquirers to the appropriate individual elsewhere in the institution.

Departments include:
Central Office, Division of Student Affairs
Dean of Students Office
Disability Support Services
Office of Multicultural Student Affairs
Office of Student Conduct & Academic Integrity
Recreational Sports
Residential Life & Housing
Student Media Center

Technology Support Services
University Counseling Services
University Student Health Services
University Student Commons and Activities
The Wellness Resource Center
VCU Career Services
VCU LEAD

5.2 Student Conduct and Academic Integrity

The Office of Student Conduct and Academic Integrity is committed to cultivating an atmosphere of civility and respect among our students; this will in turn foster an environment conducive to academic achievement and personal development. The office supports the educational mission of the University by educating students about appropriate behavior and fostering a community supporting academic success. The Office of Student Conduct and Academic Integrity is responsible for administration of the Student Code of Conduct, the VCU Honor System, and other related policies – including policy creation, regular assessment, and compliance with federal reporting. We strive to assure that the hearing Boards are representative of the diversity of the University community and that they reflect the community's commitment to civility, honor and integrity. We develop and educate of students, faculty, and staff through their engagement with and participation in the conduct process – including their critical thinking, ethical decision making, empathy, and social justice.

Full policy: *Student Code of Conduct*

VCU Honor System

In a community devoted to learning, a foundation of honor must exist if that community is to thrive with respect and harmony. Therefore, all members of the university community must conduct themselves in accordance with the highest standards of academic honesty, ethics, and integrity at all times. Additional standards of academic and professional integrity consistent with this Honor System may apply to students in professional programs.

Because academic dishonesty is a violation of the profound trust of the entire academic community, the Honor System intends to:
- Foster an environment at VCU where academic dishonesty is not tolerated;
- Prevent any student from gaining, or attempting to gain, an unfair advantage over other students through academic misconduct;
- Define what constitutes academic misconduct and what conduct is expected of all members of the university community;
- Cultivate a centralized system of education and awareness of the Honor System; and
- Instill in members of the university community their responsibility for upholding academic integrity by recognizing that:
  - There is NO neutral stance when dishonesty occurs;

- o Apathy or acquiescence in the presence of academic dishonesty is not a neutral act;
- o Failure to take action detracts from a community of trust; and
- o Knowingly allowing others to represent the work of others as their own is as serious an offense as submitting another's work as your own.

It is important to report EVERY suspected incident of academic misconduct to ensure consistency across courses and departments, due process rights, appropriate response to repeated academic misconduct, and protection from unfounded allegations of misconduct. The Academic Integrity Reporting form can be found here.

Full policy: *Honor System*

5.3 Classroom and Laboratory Guidelines

Classes must meet regularly and on time and must be conducted in a professional manner for the full duration of the assigned class period. Absences for personal or for professional reasons, such as scholarly meetings, are to be approved in advance by the department chair. These absences, however, should be limited in number and should not hinder the progress of normal class work. If a faculty member experiences an extended illness or disability, arrangements must be made through the department chair to have classes taught by other faculty. Faculty must, by grades or comments and in timely fashion, periodically evaluate each student's achievement."

5.4 Registration Policies

There are student registration policies on the following. More details can be found here.
Continuous Enrollment
Student load
Full-time and part-time students
Academic overload
Credits allowable during summer sessions
Prerequisite enforcement
Audit registration
Concurrent registration
Change in registration.
Cancellation of registration
During the add/drop period.
After the add/drop period
Evening studies
Withdrawal from the university

5.5 Examinations, Grading and Marking System

VCU course work is measured both in terms of quantity (semester hours of credit) and quality (grades). Grades are assigned according to a letter system. Each letter is assigned a grade-point value. These letter grades and their respective meaning and grade-point values are available for review in the VCU Bulletin. At the beginning of each

course or program, students should be informed in writing as to how they will be examined and how their performance will be evaluated.

Final exam schedules and deadlines for submitting grades are available in advance of each semester via the VCU Academic Calendar, and faculty should not alter the schedule in any way. However, due to certain authorized circumstances, faculty may change the schedule, but only with the specific approval of the dean. Faculty must enter grades via eServices within 48 hours of the exam administration. Once a grade has been approved, it may be changed only under authorized circumstances and with the approval of the department chair and the dean on an office Change of Grade Form. If a student misses a test the instructor may use personal discretion in deciding whether or not to give a make-up test, unless departmental policy dictates another course of action.

5.5.1 Midterm Alert Grading

The Midterm Alert Program notifies first year students having academic difficulty in 100 and 200 level courses. While university policy requires that all faculty provide students with an evaluation of their academic performance prior to the semester withdrawal date, for those instructors teaching 100 and 200 level classes, actual midterm grades must be submitted through eServices for any student who is earning a grade of "D" or "F". The notification allows students to seek assistance in increasing their grades or to withdraw from a course in which they are not performing well.

5.5.2 Grade Review Procedure

Undergraduate and graduate students of VCU have a right to appeal course grades they consider to have been arbitrarily or capriciously assigned or assigned without regard for the criteria, requirements and procedures of the course stated in the syllabus or guidelines for assignments. The VCU Bulletin details information on the appeal process.

5.6 Graduation Application

VCU confers degrees in May, August and December. A commencement exercise is held in May for May graduates only. A commencement exercise is held in December for August graduates and December graduates. Each student who expects to complete the degree requirements by the end of a semester or summer session must apply to graduate in accordance with dates published on the university academic calendar. Candidates who do not graduate at the end of the semester for which they have applied must reapply.

Graduation Checklist

The total number of semester credits required for graduation depends upon the degree program. Specific information may be found under degree program descriptions.

5.7 Appeals to Waive an Academic Regulation, Academic Regulations Appeals Committee

The Academic Regulations Appeals Committee considers appeals for exceptions to undergraduate program academic regulations listed in this bulletin. The committee — composed of faculty and administrators from each school and the college, and representatives from the Division of Strategic Enrollment Management and the Office of Disability Support Services — is a standing committee of the Office of Academic Affairs. Undergraduate students who wish to petition the university for a waiver of the regulations in this bulletin may do so through the Academic Regulations Appeals Committee. Students who have been accepted to the graduate portion of a five-year bachelor's/master's program may also need to make an appeal through the Graduate School.

5.8 Students with Disabilities

5.8.1 Registration

Documentation provides the University with verification of a student's disability. It is the student's responsibility to provide documentation of a disability to the DSS Office. Documentation requirements vary dependent upon the specific disability and may be found on the DSS Documentation Guidelines. In general, documentation should confirm a diagnosis or condition, provide information about functional impairments and specific symptoms, and in the case of more specific requests, offer recommendations. . Documentation should be recent, relevant, comprehensive, and, where appropriate, contain test scores and interpretations (e.g. learning disability reports, audiograms, etc.). If the original documentation is incomplete or inadequate to determine the extent of the disability or reasonable accommodations, VCU may exercise its discretion regarding requiring additional documentation. Pending the receipt of appropriate documentation, VCU reserves the right to deny any accommodation requests.

5.8.2 Confidentiality

Disability documentation is considered confidential information and does not become part of a student's academic transcript. All disability related information is housed in the DSS Office only. Disability documentation shall be released only in accordance with the law and VCU policies and procedures. Please note that **all** student information is confidential. Specific inquiries regarding student information (including testing information, registration status, office appointments, etc.) will only be answered for each student via VCU email or in person; a valid picture ID will be required prior to receiving in-person information. If a student is 18 years of age or older, student information (other than exams/tests/quizzes) will only be released to the student and any party indicated on a release form. Minimal basic student information may be released to departments on campus on a strict, educational, need-to-know basis. DSS takes student confidentiality very seriously, and cannot make exceptions to these conditions, including for parents, in order to protect highly sensitive student information.

5.8.3 Disclosing a Disability

Students are under no obligation to disclose their disability unless an accommodation is being requested; likewise, faculty and staff have no authority to see disability documentation or have any information concerning a student's disability without a legitimate educational need to know or written permission from the student.

5.9 Faculty Guide to Student Conduct in Instructional Settings

The University is a community of learners. Students, as well as faculty, have a responsibility for creating and maintaining an environment that supports effective instruction. The *Faculty Guide to Student Conduct in Instructional Settings* policy covers procedures around instructional setting management strategies and options for responding to disruptive students.

Full policy*: Faculty Guide to Student Conduct in Instructional Settings*

5.10 Assisting Distressed Students

The Faculty and Staff Guide to Assisting Students in Distress is a website designed to help faculty recognize the signs of distress in a student, to express concerns and to reach out for support. Faculty members interacting with students are in unique position to identify students who are in distress. They may be the first person a student reaches out to for help.

Common indicators of concern:
Academic Indicators:
- Persistent unexplained absences
- Decline in quality/quantity of work
- Extreme disorganization or erratic performance
- Persistent and inappropriate demands for special permission (extensions, make-up work)
- Disproportionate response to grades or other evaluations

Emotional Indicators
- Significant change in mood
- Inappropriate emotional outbursts, yelling or aggressive comments
- Withdrawal or isolation from others
- Expression of hopelessness or suicidal thoughts
- Disturbing or disruptive social media comments

Physical Indicators
- Deterioration in physical appearance or personal hygiene
- Excessive fatigue, exhaustion
- Noticeable cuts, bruises, burns
- Disorganized speech, rapid or slurred speech; confusion
- Substance abuse

All members of the VCU community are strongly encouraged to report behaviors or incidents of concern. Please visit the Dean of Students Report It page for information on how and where to report various types of concerns. Under certain circumstances, faculty and staff are obligated to report acts of violence, threatening behavior or misconduct. See VCU's Duty to Report policy for specific information. Faculty and staff have a responsibility to immediately report incidents of prohibited conduct involving sexual assault, sexual exploitation and partner or relationship violence to the Title IX coordinator.

If you are concerned about a student:

1. Discuss the concern directly with the student.

2. Refer the student to appropriate resources.

3. Submit the concern online.

If a student appears to be in crisis, offer to walk them to University Counseling Services. Even if the student has been connected or referred to counseling, also submit the concern online so it can be routed to the appropriate behavioral intervention team. These teams receive reports from across the university and have the ability to centralize information, ensuring that concerns are assessed contextually and situation ally.

5.11 Release of Student Information

For detailed information on the Family Educational Rights and Privacy Act (FERPA), please visit the Division of Strategic and Enrollment Management's FERPA website.

FERPA affords students certain rights with respect to their educational records:
- The right to inspect and review the student's educational records within 45 days of the day the University receives a request for access.
- The right to request the amendment of the student's education records that the student believes are inaccurate or misleading.
- The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception that permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the university in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the university has contracted (e.g., an attorney, auditor or collection agent); a person serving on the board of visitors; or a student serving on an official committee (e.g., a disciplinary or grievance committee), or assisting another school official in performing their tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill their professional responsibility. Upon request, the university discloses education records without consent to officials of another school in which a student seeks or intends to enroll; to specified officials for audit or evaluation purposes; to appropriate parties in connection with financial aid to a student; to accrediting organizations; to comply with a judicial order or lawfully issued subpoena; to appropriate officials in cases of health and safety emergencies; and to state and local authorities, within a juvenile justice system, pursuant to specific state law. Directory information may be released without a student's prior consent; this information is limited to:
- Student's name
- Date admitted
- Birthdate
- Mailing address and telephone number

- Local address and telephone number
- University email address
- Semesters of attendance
- Major(s)
- Minor(s)
- Specialization
- School
- Full- or part-time status
- Classification (freshman, sophomore, etc.)
- Degree sought
- Honors and awards
- Degree(s) and date(s) received
- Participation in officially recognized intercollegiate sports and weight, height, hometown, parents' names and previous school(s) attended (for members of athletic teams)
- Photograph
- Emergency contact information
- Student ID (V number)

Full policy: *Release of the Educational Record of a Dependent Student*

6. University Services and Resources

6.1 Center for Teaching and Learning Excellence (CTLE)

Located on the fourth floor of the Academic Learning Commons (1000 Floyd Ave), the Center for Teaching and Learning Excellence (CTLE) works to promote, enhance, and assess teaching effectiveness and student learning through faculty development. In addition to CTLE sponsored programs and events, it acts as a hub to link faculty to various faculty development opportunities throughout the university, on both campuses, and in every department. Please feel free to explore the CTLE website and drop in to discuss what can be done to support teaching and learning excellence.

6.2 VCU Libraries

The Virginia Commonwealth University Libraries offers a wide range of digital and print library collections and services that advance the education, research, and teaching of students, faculty, and other members of the University community. The James Branch Cabell Library on the Monroe Park Campus emphasizes the arts, humanities, engineering, social work, business, social sciences, and basic sciences, with particular support for undergraduate student learning and research needs. The Tompkins-McCaw Library for the Health Sciences on the Medical College of Virginia Campus focuses on basic and health sciences, health care professionals, clinical care, and patients, with emphasis on graduate and professional students and research faculty needs.

Services to faculty on both campuses include access to a wide variety of instruction and outreach assistance, along with digital information resources (including hundreds of

thousands of journals, databases, books, and data resources), borrowing privileges, film, video, and DVD booking services for classes, print and digital course reserves, item purchase requests, and more. The VCU Libraries encourages and supports partnerships with individual faculty to help them develop their instructional and research programs.

6.3 ALT Lab

ALT Lab models and inspires connected learning for a networked world through faculty development, student engagement, communities of practice, and technology enhanced active learning. It cultivates distinctive experiences of deeper learning fostered by high engagement for student success. The ALT Lab provides four types of services including faculty development, student engagement, communities of practice, and Technology Enhanced Active Learning (TEAL).

6.4 VCU Technology Services

For detailed information on this section, please visit the VCU Technology Services website.

Information technology is integral to the academic and personal lives of VCU's students, faculty, and staff. It serves as a vital and essential tool to support the highest caliber of instruction, research, public service, health care, and administrative activities.

6.4.1 Technology Support Services

Technology Support Services provides a mix of support and services for the VCU community primarily through the work of six teams:

- Campus Card Services is in the unique position to directly support every person at VCU and VCU Health with the VCUCard identification card. Campus Card Services also supports the campus dining and retail operations, pay-for-print, and the door access system for VCU.
- Desktop Services provides hands-on computing and technical services support for administrative and academic departments at VCU. The team works within the customer environment per defined service level agreements allowing them to be closely aligned with customer needs. Services covered include purchasing assistance, configuration, deployment, and troubleshooting.
- IT Support Center provides computing support, online training and consultation services for students, faculty, and staff on both the Monroe Park and MCV campuses via the IT Support Center walk up counters and the 24/7 call center. Training support is provided via one-to-one consultation and the LyndaCampus online training service.
- IT Service Management Office is leading the adoption of the ITIL® framework for VCU Technology Services (VCU TS). This team coordinates planning and implementation for processes based on the ITIL® framework across VCU TS with the goal to improve service consistency and reliability.
- Strategic Communications works with all of VCU Technology Services (VCU TS) to promote consistent communications and timely service offerings to the VCU community.

- Technology Innovation provides technical planning, testing, and support for many groups within VCU Technology Services as well as departmental IT groups around VCU. Bringing new tools and workflows to these teams assist them to support their customers better.

6.4.2 Academic Technologies

Academic Technologies encompasses the university's teaching and learning technologies, instructional media services, and essential academic computing to support and expand the growth of technologies in VCU academic spaces across both campuses and online.

Departments in Academic Technologies and services they offer include:

Blackboard
Echo360
LONCAPA
Kaltura
Integrated components

Labs and Classrooms Computing

Classroom Podium PCs
Computer Labs and Kiosk PCs
Laptop Carts

Media Support Services

Video Production and Teleconferencing
Video capture and production
Live streaming
Teleconferencing solutions
Engineering and Design
Audio/Visual System Design
A/V System programming
A/V Consultation and Project Management
Classroom Support
Classroom A/V System User Training/Support
Classroom A/V System Troubleshooting/Maintenance

6.4.3 Administrative Systems (Banner)

Banner (from Ellucian) is a suite of administrative software applications for student information, human resources, financial aid, finance, and more. It includes system interfaces to and from other processing systems at VCU and elsewhere. Banner Forms is the administrative user interface; access must be specifically requested and approved. Specifically, faculty members who advise students must request Banner access.

6.4.4 Application Services

- Authentication and Directory Services - Provides technical leadership and guidance with Active Directory services and eDirectory services. Lead group to

recommend and direct the future implementation of an Identity and access management system.
- Business Application Services - Provides technical leadership and guidance in support of various third-party applications. Coordinates future application developments and improvements with other technical and administrative areas.
- Campus Services IT - Provides technical leadership and guidance in support of various third-party applications for Business Services and Parking and Transportation.
- Collaboration Services - Provides technical leadership and guidance in support of the e-mail systems. Coordinates future email communication advancements with other technical and academic areas.
- Records Management - Oversees and administers the university's records management program.
- [Web Services](#)

6.4.5 Fiscal and Administrative Services

Information Technology Policies, Standards, Baselines, and Guidelines
Virginia Commonwealth University provides and maintains computing resources to support the University's mission critical operations of education, research, service, and administration. In order to ensure that these resources are used ethically, equitably, and legally by faculty, staff and students, VCU has established certain IT policies, standards, baselines, and guidelines. All users of VCU systems, data, information and technology resources must adhere to these requirements.

6.4.6 Information Security
VCU is committed to protecting members of its community and information resources that are critical to its academic and research mission. Protection may be governed by legal, contractual, financial, or University considerations. VCU is equally committed to preserving an environment that encourages academic and research collaboration through the responsible use of information technology resources.

Full policy: *[Information Security](#)*

6.4.7 Planning and Project Management Office
At the Technology Services Planning and Project Management Office Web site you can find information on the various aspects of project management activities at the University, including:
VCU's Project Management Methodology
Project Manager resources
Project Management Information and Tracking (PMIT) System
Training Resources
Links to Project Management sites
Updates and news

6.4.8 Telecommunication Services

Telecommunication Services provide state-of-the-art telecommunications technology (voice and data communications services and equipment) to the entire University and VCU Health community, both on the Richmond campus and throughout Virginia. Our services include local and long distance, voice mail with web access features, automated attendant (call menus), remote/telework features such as integration of a VCU telephone number with mobile devices and using a PC/laptop to make and receive calls, ACD (automated call distribution), e-911 call management, 24 x 7 maintenance support, conferencing services, and online billing.

6.4.9 VCU Computer Center

The VCU Computer Center's (VCUCC) mission is to provide secure, reliable and cost-effective computing power, data storage, and system backup and recovery services with 24x7 operations and systems support to the VCU community.

6.4.10 askIT Knowledge Base

Technology Services provides an online collection of user documentation and resources for applications and services available to the university community.
- eID
- Email
- Essential computing
- Network services
- Policies and Publications
- QuickStart With VCU Technology
- Research
- Services and networking
- Teaching and learning
- University Resources
- Video services
- Web tools

Policies and resources related to Technology Services

[Blackboard System Usage](#)
[Computer and Network Resources Use - INTERIM](#)
[Technology Services for the College of Humanities and Sciences](#)

6.5 Child Development Center

VCU Child Development Center is a full-day, inclusive young children's program which provides high-quality care and education for the children of VCU faculty, staff, and student families. Its unique relationship with the School of Education allows them to serve as a learning lab for student pre-service experiences, faculty research, and community outreach and education.

6.6 Business Services

Information on VCU's Business Services is available on the unit's websites:
[Parking and Transportation](#)
[Dining Services](#)
[Mail Services](#)

6.7 Residential Life and Housing

Residential Life & Housing at VCU provides safe, inclusive, and well-maintained facilities where we build intentional communities to empower residents in their academic excellence, citizenship, and personal growth.

6.8 Recreational Opportunities

The Department of Recreational Sports operates the Cary Street Gym, Outing Rental Center and Thalhimer Tennis Center on the Monroe Park Campus, and the MCV Campus Recreation & Aquatic Center, in the Jonah L. Larrick Student Center. Faculty and staff can purchase Rec Sports memberships for themselves and family members at discounted rates. The Ram Express membership offers an additional 30% discount for members who visit the gym on weekends and before 1:00 p.m. on weekdays. Rec Sports offers a wide variety of programming, including group exercise classes, wellness programs, Personal and Small Group Training, Aquatics programs, Outdoor Adventure gear rentals and trips, and instructional programs. Youth programming includes children's swim, family swim hours and summer Mini Ram Camp.

6.9 Cultural Opportunities

Members of the University community have the opportunity to attend many scholarly and cultural activities sponsored each year by schools, departments, and organizations. These activities include lectures, seminars, and symposia in the humanistic and scientific disciplines; concerts, plays and performances in music, dance and theater at the VCU Singleton Center for the Performing Arts and the Grace Street Theatre; and art exhibitions in the Anderson Gallery. Announcements about scheduled events are widely circulated. Many of the cultural opportunities are presented by VCU's School of the Arts.

6.10 Travel – Domestic and Foreign

Travel is subject to current Virginia and University guidelines. Deans and department chairs and directors may develop specific guidelines to manage travel funds efficiently so that University costs are minimized through special fares and other economical arrangements. Travel for professional purposes (to attend a convention, conference, seminar, workshop or similar function) must be requested on a [VCU Chrome River](#) form, regardless of funding source. Travel request forms and guidelines are available from the department or school. Helpful hints for travel reimbursements are found [here](#). Permission to travel outside the contiguous 48 states requires the appropriate vice president's approval.

Full policy - *[University Business-Related Travel](#)*
Suggested reading – *[Compliance with United States Export Control Laws](#)*

6.11 Emergency Procedures and Information

6.11.1 VCU Alert

Visit the VCU Alert Web page at https://alert.vcu.edu/ for alerts and information to stay safe. VCU uses a variety of communication methods to alert the campus community about emergency situations and safety threats

- Alertus
- Digital signage
- Mass email
- Outdoor sirens
- Social media
- Text messages
- LiveSafe App

6.11.2 VCU/Campus Police

The mission of the VCU Police Department is to provide a safe and secure learning, living and working environment for the students, faculty, staff, and visitors of Virginia Commonwealth University. This mission will be accomplished through the development of various community-based crime prevention strategies and initiatives in conjunction with traditional law enforcement and progressive community policing practices. All members of the department will provide the highest levels of courtesy and customer service to the community.

6.11.3 Office of Environmental Health & Safety

The primary mission of the Office of Environmental Health & Safety (OEHS) is to advance and support a safe and healthful environment at VCU and VCU Health. OEHS works to meet this goal through surveys, consultation, teaching, advising, and environmental monitoring. As the University's liaison, OEHS works with outside agencies and organizations to address all applicable standards. OEHS is divided into two sections: Radiation Safety and Chemical/Biological Safety. OEHS offices are located on both campuses and provide emergency response 24-hours a day. The Safety Awareness Program and Handbook for New Employees and the VCU Safety Manual offer more detailed information about the office and its services.

Emergency Procedures and Information Policies

Emergency Notification, Response and Evacuation
Threat Assessment and Violence Prevention
Timely Warning

6.12 Identification: VCUCard

The VCUCard offers VCU identification and a wide variety of other services. It is the official identification card for Virginia Commonwealth University and Health System. While on the Monroe Park or MCV campuses, all students, faculty and staff are required to carry their VCUCard. In addition to being your university ID, your VCUCard has a wide variety of uses. If you lose your card, report it immediately to a VCUCard office or visit our online card office at vcucard.vcu.edu. Although there is no fee for the initial issuance of the card, there is a charge for a replacement.

6.13 Administrative Services

A large number of activities that support instruction and research are organized under the vice president for finance and vice president for administration. Faculty members are encouraged to review and adhere by the policies and procedures maintained by these offices:

Finance
Budget and Resource Analysis
Business Services
Procurement Services
Treasury Services
Financial Reporting/Controller

Administration
Human resources
Facilities management
Police
Technology services
Safety and risk management
Planning and assessment and quality improvement.

6.14 Global Education Office

Whether it is an academic unit aiming to develop an innovative program that supports VCU's global priorities, a faculty member looking to enrich their research and teaching through an expanded global network, or a student seeking a real world engagement with other cultures either abroad or on campus, the Global Education Office helps to improve the recruitment and retention of international students and scholars; increase the global engagement of VCU students and faculty; and expand VCU's global footprint through our research, teaching, and service especially as they impact global health.

6.15 The Honors College

The Honors College is composed of more than 1,000 of Virginia Commonwealth University's most creative, talented, and committed students. The Honors College is an intellectually diverse community, comprised of students from virtually every major on campus. Experiences gained through The Honors College provide the foundation for advanced academic success and set the stage for lifelong learning. The Honors College grants students access to the vast educational, cultural, and social resources of a vibrant metropolitan research university while maintaining an intimate community of scholars.

6.16 The University College

The University College enhances student engagement and success by providing a central home for curricular innovation, including a distinctive first-year seminar sequence leading to a course in inquiry and the craft of argument, and interdisciplinary degree programs with opportunities for customized majors and study concentrations.

The University College's mission is to enhance student success through curricular innovation and support for learning excellence, and has many programs and services available that will help students experience the full transformative potential of contemporary higher education in a large, public, urban research university.

Department of Focused Inquiry
The Department of Focused Inquiry offers small, seminar-style classes for first- and second-year students as part of the core curriculum at VCU. Our interdisciplinary faculty strives to foster curiosity about the world at large through inquiry-based, community-engaged, and experiential learning.

6.17 Employee Health Services

Employee Health Services provides a wide range of services to University and hospital faculty and staff.
- Pre-placement examinations for new employees.
- Periodic exams designed to detect signs or symptoms of ill health related to employment conditions.
- Evaluation and treatment of occupational injuries and illnesses.
- Medical monitoring for biohazard exposure.
- Vaccinations and immunizations for employees working with infectious agents or at risk of exposure to infectious diseases.
- Evaluations of on-the-job, non-occupational illnesses to ensure that employees do not transmit communicable diseases to co-workers or hospital patients.

6.18 Office of Communications and Public Relations

University Public Affairs helps Virginia Commonwealth University communicate with the general public by working with news media regionally, nationally and internationally, and by providing other communications services.

6.19 Creative Services University Relations

University Relations provides editorial, print, exhibition, and multimedia design, Web development and design, photography and other creative elements in support of the mission and goals of the university.

6.20 Reservation of Rooms for Special Events and Meetings

The Event and Meeting Services Office assists users in reserving facilities and arranging for other services. Event spaces, including audio-visual support, are available to registered student organizations, VCU departments, VCU Health Systems and, on a limited basis, non-University clients.
VCU student organizations, VCU departments and VCU Health Systems can reserve space through Virtual EMS.

7. Other Policies and Information

<u>Policies</u> establish overarching philosophies that govern and have broad application throughout the University community. There are two distinct types of University Policy: Board of Visitors-Approved Policies and Administrative Policies. Both are mandatory.

<u>Procedures</u> are defined, mandatory series of steps established to accomplish a particular policy.

7.1 Resources for accessing VCU Policies include:

> VCU Policy Library
> Office of the Provost website
> Student Affairs
> Technology Services
> Research
> Development and Alumni Relations
> VCU Undergraduate Bulletin
> VCU Graduate Bulletin
> Human Resources

List of applicable faculty policies and procedures

Acceptance and Administration of Gifts
Adjunct Faculty Appointments: Procedures for Compliance with the Manpower Control Act
Administrative and Professional Faculty and Faculty Holding Administrative Appointments
Employee Ethics, Conduct, and Practices Related to University Advancement and Development
Employee-Student Consensual Relationships
Faculty Engaging in International Collaborations, Grants or Activities
Faculty Representative to the Board of Visitors of VCU
Fixed Asset
Honorarium
Identity Theft Prevention
Immigration Services for International Students, Research Scholars, Instructional Faculty, Postdocs, or Specialists
International Student and Scholar Services
Maintenance and Release of Employment and Personal Information
Office Closings
Payment Card Compliance
Procedures for Declaration of Financial Emergency and Consequent Reduction, Reorganization, or Elimination of Programs Requiring Termination of Faculty Members
Prohibition of Trafficking in Persons
Records Management
Reimbursable Business Expenses
Returning to Work After Illness or Injury
Sponsorship of Employees Seeking Permanent Residency Status
Telecommuting
Textbook Adoptions

Treasury Services Policies & Procedures
University Advancement Policies and Procedures Handbook
University Archives
University Trademarks and Licensing
Vehicle Accident Prevention and Safety
Virginia Department of Human Resource Management (DHRM)
Wireless Communication Device Allowance

7.2 Inclement Weather/Office Closings

The decision to close VCU due to inclement weather is made by university administration. University employees will be notified by their supervisors or department heads as to whether they are designated employees who are required to work their scheduled shifts during inclement weather. If the university remains open or reopens during inclement weather, approved employee absences will be covered by accrued leave or leave without pay, as appropriate.

7.3 Alcohol and Other Drugs

The purpose of this policy is to protect the health, safety, and welfare of members of the University community and the public being served by the University. The policy covers procedures for policy education and enforcement, alcohol and other drug counseling and treatment programs available for VCU students and employees and procedures for accessing services, and procedures for university sponsored events associated with alcohol.

Full policy: *Alcohol and Other Drugs*

7.4 Smoking in the Workplace

In accordance with the Virginia Indoor Clean Air Act, Virginia Commonwealth University provides reasonable no smoking areas in all University buildings. This policy covers building plans and employee responsibilities.

Full policy: *Smoking in the Workplace*

7.5 Campus Maps and Directions

See vcu.edu/maps.