SCHOOL OF DATA SCIENCE
POLICY AND PROCEDURES FOR ACADEMIC GENERAL FACULTY

Effective Date: Originally adopted by the DSI May 8, 2018
Last revised: Revisions voted and accepted by the AAC on March 19, 2021
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Reason for Policy:

Academic General Faculty Members (AGFM) provide essential academic service in the School of Data Science (SDS), primarily through teaching, research, and integration of professional practice, but also through service and the translation of ideas into innovations with wide-ranging impacts for the social good. This policy provides guidelines for the appointment, renewal, and promotion of AGFM, as well as how these faculty members will be involved in the governance of SDS and its programs. This school-level policy assumes and extends the concepts, policies and procedures described in Provost's policy PROV-004, Employment of Academic General Faculty Members.

Beyond compliance to University procedures, these guidelines help ensure that AGFM in SDS maintain a high level of performance, consistent with the SDS Guiding Values, the standards of the University and the field of data science. In addition, these guidelines are intended to provide clarity, predictability, and transparency to SDS's administrators and faculty members over one of SDS's essential processes, the selection and development of those who teach students, conduct research, translate research and scholarship into real-world solutions, and serve the University in their capacity as representatives of the field of data science.

Applies to:

This policy applies to SDS Academic General Faculty Members, as defined in PROV-004 and PROV-029. This includes both part-time and full-time salaried AGFM. It does not apply to faculty wage employees, visiting faculty appointments, or administrative or professional general faculty members.

Table of Contents:

Statement:

I.   Ranks, Tracks, and Titles

According to PROV-004, the primary responsibilities of AGFM "include teaching, research, professional practice, or clinical service without encompassing the full scope of responsibilities

expected from tenure-track faculty positions (e.g., an academic general faculty member could have primary responsibilities for research with minimal or no responsibility for classroom instruction, or have primary responsibilities for teaching and/or clinical practice without research obligations)."

Within these parameters, AGFM in SDS with professorial rank shall be appointed to either the Teaching, Research, or Practice tracks, and at the level of either Assistant Professor, Associate Professor, or Professor. As a general rule, members of the teaching and research tracks shall apply 60 to 90% of workload to track-specific work, and at least 10% to service. Track-specific work shall include either teaching or research (depending on track), and translation (for all tracks). In addition, each track may include elements of the other tracks, so long as 60% of workload is track-specific. The terms teaching, research, translation, and service are defined below. Consistent with PROV-004, SDS reserves the option in special cases to assign AGFM with "primary responsibilities for research with minimal or no responsibility for classroom instruction, or have primary responsibilities for teaching and/or clinical practice without research obligations." That is, in some cases, teaching and research faculty may devote 100% of their time to their track's primary responsibility.

Practice track AGFM may combine teaching, research, and translation in proportions consistent with their background and established at time of hire, continuation, or promotion.

Research and Teaching track AGFM normally must hold the terminal degree in a discipline related to their core teaching or research activities. Professors of practice may have in lieu of a terminal degree significant relevant experience in the practice of data science or a related field in a professional setting, such as government or industry. The qualifications of faculty who will assume teaching responsibilities but who do not hold the qualifying terminal degree must be approved in accordance with PROV-004,II.B and Procedure 3.

SDS may also appoint AGFM to the lecturer ranks, as defined in PROV-004. The lecturer ranks are lecturer, senior lecturer, and distinguished lecturer. In accordance with provost guidelines, SDS uses the lecturer ranks only when the primary teaching responsibilities associated with the position do not require the qualifying terminal degree, such as competency or technical skill offerings in programs including, but not limited to, programming language instruction.

Use of formal titles by AGFM shall conform to the requirements specified in PROV-004 in all communications related to the faculty member's employment, such as offer letters, evaluation letters, reports of faculty actions to the Board of Visitors, and so on. In other contexts, such as email signatures, department websites, business cards, and conference presentations, AGFM may use simplified variations of their title, such as "Assistant Professor of Research." In very informal situations, such phrases as "Research Professor" may be used.

II. Appointment and Review

AGFM in SDS shall normally be appointed initially to the rank of Assistant Professor in a track deemed appropriate at the time of hire, or lecturer when appropriate for position duties. In some cases, faculty may initially be appointed to a higher rank. Initial appointments shall normally be for one three-year term, although SDS reserves the option to appoint new faculty for three one-year terms, or a one and then two-year term. As provided by PROV-004, AGFM holding the rank of assistant professor or lecturer may choose to be considered for promotion to associate professor or senior lecturer after serving six continuous years. More information on this process is provided below.

The review process for both continuation of employment and for promotion will focus on the four areas of faculty contribution: teaching, research, translation, and service. The definition and weighting of each area, as specified by track, will be accepted by the faculty member in the initial appointment letter and on-going annual reviews.

Each faculty member shall have a faculty personnel record, maintained in accordance with HRM-044 and kept by SDS, that prescribes the workload distribution appropriate to their track, and which shall contain the results of each annual review. This personnel record is in addition to the faculty member's portfolio, which shall contain artifacts of work for review purposes.

Beyond substantive requirements in the four areas, AGFM are expected to continuously exhibit collegiality, professionalism, and good citizenship in each aspect of their work, with the expectation that these behaviors will influence the quality of one's own work as well as that of others. Moreover, given that the practice of data science is inherently collaborative, SDS is most effective when faculty and staff work openly and cooperatively toward the accomplishment of mutually agreed upon goals and purposes. A candidate's demonstrated ability to undertake open scholarship and work with other faculty, staff, and students will be considered in relation to its impact on SDS's overall mission.

A. Annual Performance Review

All AGFM, regardless of rank or year, are subject to the Annual Performance Review (APR) process as provided by the provost's policy, "Annual Performance Reviews." APRs will be conducted by the Associate Dean of Faculty and Academic Affairs or, if that office is not filled, the Dean of the SDS. Throughout the rest of this document, this role is referred to as "the Dean." The review process shall be conducted by the Dean in consultation with other faculty members of the SDS. Each year, each faculty member shall submit an annual report in a prescribed format that summarizes teaching, research, service, and outside consulting activities for the reporting period, as well as other information deemed relevant by the Dean. As part of the annual review a faculty member's prescriptive workload distribution, as described in his or her personnel record, must be verified by the Dean in relation to the workload distribution as documented by the faculty member's previous annual performance reviews.

In cases where switching tracks is under consideration based on a consistent change in workload (e.g., from teaching to research), the faculty member and their supervisor will discuss during the annual review and decide whether it is appropriate to submit a recommendation for the change to the dean, following the procedure in PROV-004, Section V.

In addition to providing a transparent means of describing work performed, the APR also provides a valuable means of feedback and improvement for both the faculty member and SDS. Toward this end, SDS will seek to capture and consolidate as much data as possible regarding each aspect of an AGFM's work.

B. Reappointment Reviews

All AGFM appointed for three years will be reviewed for reappointment in the second year of their appointment. All AGFM appointed for one year who are under consideration for reappointment will be reviewed for reappointment as part of the APR.

C. Promotion Reviews

AGFM will normally be considered for promotion in rank after six continuous years of service on a particular track. In some cases deemed appropriate by SDS, consideration for promotion may take place before this time. Appointment in SDS carries no presumption of promotion to the next rank. For purposes of a successful promotion in rank, it is expected that candidates will display the qualities of recognized excellence defined in these guidelines in the primary assignment area and other areas of substantial effort and activity.

D. Standards for Promotion and Required Portfolio Materials

Consistent with PROV-004, AGFM at the rank of assistant professor may choose to be considered for promotion to associate professor in any review cycle after serving six continuous years (Section II.D). If they choose to be considered, they shall be expected to meet the general criteria for promotion as specified in PROV-004, Sections II.F.1-3. The following paragraphs extend these criteria in the context of the SDS.

The timeline for promotion to full professor shall be at the discretion of the SDS. All faculty should receive feedback on progress toward promotion during the annual performance review. Faculty at associate rank will be offered a one-time dossier critique by the promotion committee after six years in rank to provide more detailed feedback and suggestions on progress toward promotion to full professor.

1. Teaching Track

According to PROV-004 II.F.1:

> To be promoted to associate professor on the teaching track, Academic General Faculty Members must demonstrate sustained excellence in teaching and meet or exceed the expectations of their position as defined in their appointment letter or position statement. They also must demonstrate, either through internal review or local or regional reputation, that they have attained status as a superior educator. Scholarship is not required for promotion unless it is specified as a requirement in the appointment letter or position statement. If required, scholarship for promotion on the teaching track must be evaluated for its contributions to the enhancement of the Academic General Faculty Member's teaching.

> Promotion to [full] professor on the teaching track requires further sustained excellence in teaching, contributions to the educational capabilities and excellence of the University, and regional, national, or international reputation based on academic achievements. Promotion to professor also may require further achievements, as set forth in the school's policies on Academic General Faculty Members, such as substantial scholarship that enhances their teaching, national contributions to the development of curriculum or pedagogy in their discipline, or many years of extraordinary service to the school or University.

Within the context of the SDS, sustained excellence in teaching may include excellence in traditional, on-line, or blended course development and delivery. Teaching-track faculty are also expected to have devoted significant time to pedagogical innovation and on-going course design. For example, demonstrated development, effort, and success in the use of active, project-based, and collaborative

learning models in a variety of contexts shall be recognized and valued. Teaching contributions in other schools or units of the University (e.g., advising PhD students in related fields) may also be considered.

Teaching-track faculty may also engage in research, scholarship, and translation to the degree that their portfolios allow for this activity. These contributions for teaching-track faculty shall normally focus on either the pedagogy of data science or on substantive topics directly related to the faculty member's course portfolio. These contributions will be evaluated for their impact on the faculty member's teaching. SDS reserves the right to allow teaching faculty to pursue research, scholarship, and translation that falls outside of these two domains if this research shows merit in its own right, or where teaching faculty are candidates for switching to the research track, but this activity is not relevant to promotion on the teaching track.

Teaching track faculty seeking promotion should also demonstrate engagement in service, which may include service to SDS, the University, or the profession.

2. Research Track

According PROV-004 II.F.2:

> To be promoted to associate professor, Academic General Faculty Members on the research track must establish a substantial record of scholarship appropriate to their responsibilities and leadership in local, regional, or national discipline-related affairs.

> Promotion to [full] professor requires independent research or research support as defined in the appointment letter or position statement, a sustained record of scholarship appropriate to the position, and national or international recognition for contributions to the field. Promotion to professor also may require further achievements, as set forth in the school's policies on Academic General Faculty Members, such as significant innovations or accomplishments in research or many years of extraordinary service to the school or University.

Within the context of the SDS, a faculty member must have an established record of excellence in research as recognized through internal and external assessments of its quality, relevance to data science, and impact. In recognition that data science research is inherently multi-disciplinary, special attention will be paid to assessing that multi-disciplinary value of the resulting scholarship. All forms of research activity shall be considered, including mentorship, contributions to funded research programs and centers, collaboration on research projects at the University and elsewhere, scholarly presentations and publications, programming libraries, software products, curated data sets, and patents. In addition to traditional channels of publication and participation, all contributions to open science will be recognized and evaluated in accordance with the SDS Open Access Guidelines. Individual distinction may be demonstrated by the development of, or independent contribution to, a program of research in which the candidate plays a distinctive role, or independent work that distinguishes the candidate and the candidate's contribution to the development of scholarly knowledge in an area that can be recognized and evaluated by reviewers.

Promotion to professor on the research track requires a sustained record of independent research or research support as defined in the appointment letter or position statement that goes substantially beyond the research required for promotion to associate professor, a sustained record of scholarship appropriate to the position, and national or international recognition for contributions to the field.

Faculty on the research track may also have established records of excellence in the translation of data science into products, policies, services, and other vehicles with significant impacts on the world outside of SDS. Translation may take a wide variety of forms, including but not limited to collaboration with public and private organizations in the area of data-driven decision-making, public service in leading open data initiatives, working with nonprofit and private-sector organizations in the spreading of data literacy and cultures of evidence, invited commentary in the media, public speaking engagements, and the advancement and promotion of data science through various media.

3. Practice Track

According to PROV-004 II.F.3:

> To be promoted to associate professor on the practice track, Academic General Faculty Members must demonstrate sustained excellence in integrating professional experience with the academic mission of the school, meet or exceed the expectations of their position as defined in their appointment letter or position statement, and receive regional, national, or international recognition for contributions to their professions. Scholarship is not required for promotion unless it is specified as a requirement in the appointment letter or position statement. If required, scholarship for promotion on the practice track should relate primarily to integrating professional experience into academic instruction or scholarly research.

> Promotion to [full] professor on the practice track requires further sustained excellence in integrating professional experience with the academic mission of the school, substantial contributions to the capabilities and excellence of the University, and further recognition for regional, national, or international achievements in the relevant professional field(s). Promotion to professor also may require further achievements, as set forth in the school's policies on Academic General Faculty Members, such as substantial scholarship related to integrating professional experience into academic instruction or scholarly research, national or international contributions to the integration of professional experience with academic instruction or scholarly research, or many years of extraordinary service to the school or University.

Within the context of the SDS, to be promoted to associate professor on the practice track, a faculty member must demonstrate sustained excellence in integrating professional experience with the academic mission of SDS. This integration can occur through teaching (including course, curriculum, and/or program design and development), research and scholarship, service, or a combination, and evaluation of will generally follow the same form it would take on the teaching or research tracks, with the caveat that research and scholarship for promotion on the practice track should relate primarily to integrating professional experience into academic instruction or scholarly research. In addition, the faculty member must meet or exceed the expectations of their position as defined in their appointment letter or position statement, and receive regional, national, or international recognition for contributions to their professions.

Faculty on the practice track may also have established records of excellence in the translation of data science into products, policies, services, and other vehicles with significant impacts on the world outside of SDS. Translation may take a wide variety of forms, including but not limited to collaboration with public and private organizations in the area of data-driven decision-making, public service in leading open data initiatives, working with nonprofit and private-sector organizations in

the spreading of data literacy and cultures of evidence, invited commentary in the media, public speaking engagements, and the advancement and promotion of data science through various media.

4. Lecturer Ranks

According to PROV-004 III.E:

> Promotion to senior lecturer requires demonstrated excellence as a teacher. Promotion to distinguished lecturer requires further sustained excellence as a teacher and substantial service to the school or University.

Within the context of the SDS, excellence in teaching may include excellence in traditional, on-line, or blended course development and delivery. Time devoted to pedagogical innovation and on-going course design, for example, demonstrated development, effort, and success in the use of active, project-based, and collaborative learning models in a variety of contexts, shall be recognized and valued.

Lecturers seeking promotion should also demonstrate engagement in service, which may include service to SDS, the University, or the profession. Promotion to Senior Lecturer or Distinguished Lecturer requires substantial service contributions to SDS or the University.

III. Governance

AGFM shall be represented in matters of shared governance in SDS, including the hiring, evaluation, and promotion of AGFM as well as tenure-track faculty, as prescribed by the Academic Affairs Committee Charge, the Promotion and Tenure policy, and Faculty Hiring and Appointment Guidelines. More broadly, AGFM will play an active role in SDS programs, in areas such as curricular design, advising, the evaluation of teaching performance, email communications, and SDS events, in a manner consistent with the nature and terms of their appointment.

IV. Procedures for Promotion Review

1. Each April, the Dean and the Dean's Cabinet will determine who will be reviewed during the following academic year. Individuals wishing to be considered for promotion must submit a letter or email of intent to the Dean by April 1. In cases of joint appointments with units that will be carrying out a simultaneous review, the Dean will be responsible for arriving at a mutually acceptable plan for coordinating the reviews in the other units.

2. By April 15, the Dean and the Dean's Cabinet will appoint an ad hoc promotion committee for each candidate for promotion. The committee will consist of three members of the SDS Faculty who are at a rank equal to or beyond that being sought by the candidate, one of whom the Dean will designate as chair. Two of the committee members will be tenured members of the SDS Faculty and one will be a senior general faculty member of the SDS Faculty. If needed faculty familiar with the SDS will be drawn from other Schools.[1] Efforts will

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[1] As noted in the SDS Promotion and Tenure policy, once SDS has a sufficient number of tenured faculty, to promote consistency in process and evaluation, the dean will appoint at least three faculty. at a time to staggered terms to serve on a standing promotion and tenure committee and will designate one of these core faculty as the chair of the committee. The dean will appoint up to two

be made to ensure diversity on the committee, using the same diversity guidelines used for search committees. Committee members must have received or undertake bias training, as approved by the SDS Committee on Diversity, Equity, and Inclusion. The identities of the committee members will be revealed to the candidate.

If the candidate believes there are individuals whose service on the committee would be inappropriate, they should provide the SDS Dean with this information, indicating briefly but clearly the nature of the reasons. The Dean and the Dean's Cabinet will give serious weight to this information in appointing the promotion committee.

3. Lists of potential reviewers for evaluation letters:

The candidate for promotion will be invited, as relevant for their track and workload, to submit names of potential reviewers for assessment.

   a. To establish the requisite reputation, a list of relevant individuals outside of SDS may be requested.
   b. To assess research, the candidate shall submit a list of five individuals capable of serving as reviewers of their performance and other major areas of effort and activity. This list should not include individuals with whom the candidate has a close professional relationship (such as an adviser, mentor, coauthor, etc.). The list should include explanations of why these individuals would be appropriate reviewers.
   c. The candidate may also be invited to submit a list with the names of up to five former students (at least some of them SDS students) who are particularly well positioned to comment on the candidate's contribution to their education. These lists will be due by May 1.

If the candidate believes there are individuals (reviewers or former students) from whom it would not be possible to get a fair and balanced evaluation, they should provide the Dean with this information, indicating briefly but clearly the nature of the reasons. The Dean and the Dean's Cabinet will give serious weight to this information in constructing the list of reviewers. This information will be due by May 1.

The promotion committee will also assemble a list of potential reviewers appropriate to assess the quality of the candidate's performance. In some cases, a combination of letters from external evaluators and from individuals at the University of Virginia (but outside SDS) may provide the best assessment of the strength of the case for promotion. In consultation with the Dean's Cabinet, the members of the promotion committee, and any other relevant units in the University, the Dean will select the names of prospective reviewers from the candidate's list and the list constructed by the Dean's Cabinet and contact them in writing to ascertain their availability to participate in the review. This should be accomplished by May 15. The goal will be to receive evaluations from at least five reviewers, at least three of whom will be external to the University of Virginia.

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additional members, from within SDS and/or other UVA schools, to reflect the particular capabilities and field of the person under review.

4. By July 1, a candidate for review will submit one copy of the following materials, tailored to their track, to the Dean for use in the review. These materials will be accompanied by a nomination letter by the Dean, specifying the load distribution across the past three years, as documented in the candidate's annual reviews. The Dean's letter will offer no evaluation of the merits of the case. The Dean's letter and the following materials submitted by the candidate shall comprise the candidate's "dossier."

   a. A current curriculum vita.
   b. The candidate's statements (with a suggested total length of 10 to 15 single-spaced pages), indicating contributions in all relevant areas of assessment from among the following:
      1. Teaching: A statement describing the candidate's teaching philosophy, experience, achievements, and future teaching plans
      2. Research: A statement describing the candidate's research and scholarship during the time in current rank, indicating how it contributes to a coherent field (or fields) of inquiry and describing future research agendas. This statement should provide the committee and reviewers with an overview of the candidate's research and an evaluative framework for reading and understanding the work. Note that research for teaching track faculty is only relevant for promotion insofar as it enhances teaching.
      3. Translation: A statement describing the ways in which the candidate's published work and professional activities have contributed broadly to the practice of data science
      4. Service: A statement describing the candidate's service activities within SDS, other UVA units, the University, and beyond the University, and how the candidate's activities have contributed to these environments
   c. Supporting materials (one copy of each)
      1. Teaching
         1. List of courses taught (in SDS and elsewhere), including term taught and enrollment.
         2. Course syllabi and other course materials that provide insight into the faculty member's teaching in SDS and in other units.
         3. Student course evaluations.
         4. Peer review assessment of classroom (or online environment) performance
         5. Information on other teaching activities (advising, exam service, dissertation service, curricular development, etc.) in SDS and other units
      2. Research
         1. Copies of or links to publications that the candidate considers their most significant work; the impact of these selected publications should be discussed in the candidate's research statement. Other published and unpublished work may be included.
         2. Reviews of published work and research products (if available).
      3. Materials documenting engagement with the practice of open data science.
      4. Materials documenting the candidate's service activities.

5. By July 15, the dean will distribute the dossier and the candidate's annual evaluations, including peer evaluations, since hiring at UVA or since the candidate's last promotion, to the promotion committee.

   For faculty on the research track, the dean will send the CV, statements concerning the candidate's research and the translation of that research, and copies of or links to the candidate's research publications to external reviewers by July 15, along with a copy of the SDS criteria for promotion. The promotion committee chair is charged with requesting any other letters, such as from students or as necessary to assess external reputation or leadership. All external reviewers will be asked to submit their letters by October 1.

6. The candidate will have the opportunity to submit additional materials related to recent research and engagement accomplishments and an updated curriculum vita by the end of the first week of classes in Fall term. These materials will be distributed to the promotion committee by September 15.

7. The Dean will invite the heads of other units with which the candidate is affiliated to submit a memo providing whatever information about the candidate's participation in the unit that it wishes SDS to take into account in its evaluation of the candidate. The Dean will request that these memos be submitted by October 1.

8. The committee will contact SDS students who have first-hand knowledge of the candidate's teaching quality and invite comments concerning the candidate's contributions to their education.

9. The committee will contact SDS faculty who have engaged in a formal peer review of the candidate's teaching for an assessment of teaching quality and trajectory.

10. The committee will review the materials provided and write an analysis discussing the strengths and weaknesses of the case. It will submit its report to the dean by November 15. The report must include an explanation of disagreements or dissenting votes. The committee shall attach a final page to the report that includes the faculty who voted, the final vote tally, and its recommendation concerning promotion. The committee will also submit to the dean all evidence used in making the recommendation.

11. A copy of the report (with identifying information redacted and without the final page containing the vote and recommendation) will be given to the candidate, who may submit a written response within ten days of receiving it.

12. The candidate's dossier, the external letters, the committee report, and the candidate's response to it will be distributed to the eligible members of the SDS faculty with at least a 50% appointment in the school at least two weeks prior to the meeting at which these faculty will discuss the case. Eligibility is defined as T3 and academic general faculty at or above the rank sought by the candidate. Faculty will be expected to read these documents and review the candidate's published research prior to the meeting.

13. The dean will schedule well in advance two meetings of the eligible faculty, scheduled for approximately one week apart in November or December. At the beginning of each meeting the dean will remind the faculty that discussions at these meetings are strictly confidential and that any breaches of confidentiality will be regarded as unprofessional conduct. The dean will then leave for the deliberations. At the first meeting, the chair of the promotion committee will summarize the committee's recommendation and reasoning and will facilitate the discussion. No vote will be taken at this meeting. At the second meeting, the

discussion will be resumed and a vote will be taken. All eligible faculty present at the second meeting are eligible to vote. Those not present at the second meeting will be permitted to vote by proxy only if they attended the first meeting.

14. Following the vote, the dean decides whether or not to concur in the recommendations of the committee and the faculty vote. The final decision to recommend promotion rests with the dean. The Dean will inform the candidate of the decision as soon as possible after the faculty meeting.

15. All cases for promotion are then sent to the Provost's office by February 1 for review and final decision.

16. In the cases of initial faculty offers in SDS, expedited promotion and review may be conducted for AGFM. Although the same standard will apply to such faculty, the review process itself may be streamlined. In particular, the relevant ad hoc committee (in consultation with the Dean's Cabinet) can expedite the process of generating review letters, and the discussion of the case and relevant faculty vote will be conducted at a single meeting.