Bylaws and Standing Rules
University of Missouri
Department of Art

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ARTICLE I: MEMBERSHIP

SECTION A: Faculty Membership

Membership in the faculty of the Department of Art shall consist of all professors, associate professors, assistant professors, and non-regular faculty members, and any others elected to membership by the faculty.

SECTION B: Voting Privileges

Voting privileges and committee membership shall be extended to all full-time faculty members in the Department of Art, except where otherwise stipulated in these Bylaws.

ARTICLE II: FACULTY OFFICERS

SECTION A: Department Chair

1. The Chair of the Department of Art shall serve as chair of the meetings of the Art faculty. In the absence of the Chair, he/she may designate a temporary chair to conduct specific meetings of the Art faculty and/or make decisions during the Chair’s absence.

2. The duties and responsibilities of the Chair shall be as follows:
   a. Act as the official departmental representative.
   b. Represent the needs of the department to the Dean of the College of Arts and Science, other University administrators, the University community, and the alumni of the department.
   c. Manage all budget accounts of the department.
   d. Maintain all department records.
   e. Supply each faculty member of the Art faculty with a current version of these Bylaws and Standing Rules within six weeks after substantial changes have been made and to provide an up-to-date version of these Bylaws and Standing Rules year round, including other departmental policies, on the departmental web site.
   f. Maintain good lines of communication with faculty and staff and encourage good communication among faculty members and among staff members.
   g. Exert leadership in the development of curriculum, methods, and growth of the department.
h. Oversee programs in all media areas, student advisement, the use of Art facilities, the scheduling of courses, scheduling of activities, and the reviews of student work.

i. Consult with areas concerned and oversee and assign teaching loads for all faculty members in the department.

j. Determine annual salary adjustments of faculty and staff based on faculty and staff annual evaluations.

k. Recommend on all staff and faculty appointments and on all matters relating to the promotion and tenure of faculty members.

l. Appoint the Director of Undergraduate Studies and Director of Graduate Studies for an annual or other specified period, or on a continuing basis.

m. Appoint area coordinators for an annual or other specified period, or on a continuing basis.

n. Appoint faculty members to faculty search committees, all standing committees, except where otherwise stipulated in these Bylaws, and other ad hoc committees with specific assignments.

o. Appoint a liaison/representative for the department to the Ellis Library for an annual or other specified period, or on a continuing basis.

p. Delegate to individual faculty and staff members certain responsibilities relating to the expendable fee accounts and purchases made from those accounts or other assigned accounts.

q. Evaluate the teaching and service of all visiting faculty members.

r. Evaluate the work performance and assign duties for all staff members of the department.

s. Have final authority on student problems, with the option of referral to an appropriate committee for advisement.

t. Make budget decisions with advice from appropriate faculty members, except in matters of salary adjustment.

u. Serve as an ex-officio, non-voting member on all standing and ad hoc committees, except that he/she shall be a voting member of the Policy Committee.

v. Perform other duties and services not specified in these Bylaws, as assigned or authorized by the upper administration and/or the faculty.
SECTION B: Directors of Undergraduate Studies and Graduate Studies

1. The duties and responsibilities of the Director of Undergraduate Studies in Art shall be the following:
   a. Maintain the overall academic integrity of the undergraduate program.
   b. Provide leadership in the periodic review of the undergraduate program.
   c. Participate in review processes such as accreditation and program review/planning.
   d. Facilitate the recruitment and admission of a diverse group of highly talented undergraduate students.
   e. Prepare and coordinate publicity materials for undergraduate degree study.
   f. Respond to inquiries about undergraduate studies in Art.
   g. Coordinate the advising of undergraduate students, advise incoming freshman during Summer Welcome during June and July, and advise students during Winter Welcome in January.
   h. Prepare and distribute of consent numbers for courses that require them.
   i. Act as the departmental liaison for the Admissions Office and provide tours and meetings with high school and college transfer students and their families.
   j. Check and sign graduation plans for all BA Art and BFA students and check and sign forms for all students minoring in art.
   k. Represent the department on the Curriculum, Advising, and Instruction Committee in the College of Arts and Science.
   l. Enter all curriculum changes and review copy for each new issue of the Undergraduate Catalog.
   m. Serve as chair of the Undergraduate Studies Committee.
   n. Advise the Department Chair on matters relating to the undergraduate program.

2. The duties and responsibilities of the Director of Graduate Studies in Art shall be the following:
   a. Maintain the overall academic integrity of the graduate program.
   b. Provide leadership in the periodic review of the graduate program.
   c. Participate in review processes such as accreditation and program review/planning.
d. Facilitate the recruitment and admission of a diverse group of highly talented graduate students.
e. Prepare and coordinate publicity materials for graduate degree study.
f. Respond to inquiries about the Master of Fine Arts degree program.
g. Act as the departmental liaison for the Graduate School and meet with prospective Master of Fine Arts students who visit the campus.
h. Monitor the progress (or lack of progress) of students through the program in conjunction with the major advisor.
i. Coordinate the review of portfolios of prospective students.
j. Enter all curriculum changes and review copy for each new issue of the Graduate Catalog.
k. Coordinate advising of graduate students and appoint graduate student committees.
l. Schedule and oversee departmental graduate reviews of the work by graduate students.
m. Serve as chair of the Graduate Studies Committee.

SECTION C: Secretary

1. The staff member with the highest classification in the Department of Art, or designee, shall serve as the secretary at Art faculty meetings.

2. In addition to his/her other duties, the secretary shall have the following special duties as they related to faculty meetings:

   a. To attend and take minutes of faculty meetings.
   b. To distribute the minutes of the faculty meeting at a time that is reasonable after the meeting and before the succeeding meeting.
   c. To maintain a file of minutes of the meetings of the Art faculty for a period of no less than ten years.
   d. To assist the Chair and other faculty members in preparing materials for faculty meetings.
ARTICLE III: MEETINGS

SECTION A: Meetings

1. Faculty meetings shall be scheduled by the Chair or the Dean of the College of Arts and Science. A special meeting can be called by the Chair or upon the receipt of a written request signed by four faculty members.

2. A quorum of one more than half of the voting faculty shall be essential for a meeting to be conducted. If the faculty is asked to vote on a change in a Bylaw or a Standing Rule, then quorum of two-thirds (66-2/3%) of the faculty shall be necessary.

3. The agenda for faculty meetings shall be sent to all faculty members at least two school days prior to the meeting. Proposals, other than amendments to the Bylaws or Standing Rules that are being introduced for faculty action, shall be sent to the faculty at least two school days prior to the meeting. All changes in the Bylaws or Standing Rules must be sent to the faculty at least one week prior to the meeting (see Article VII).

ARTICLE IV: DEPARTMENT AREAS

SECTION A: Department Areas

1. The media areas of the Department of Art shall be
   a. Ceramics
   b. Drawing
   c. Fibers
   d. Graphic Design
   e. Painting
   f. Photography
   g. Printmaking
   h. Sculpture

SECTION B: Area Coordinators

1. Area coordinators shall hold office by appointment by the Chair.
2. The duties and responsibilities of the area coordinator shall be as follows:

   a. To exert leadership in the development of the area.
   b. To assign, train, supervise, and evaluate graduate teaching assistants (or delegate that responsibility), especially in the areas of teaching effectiveness, course content, grading policies and practices, etc.
   c. To evaluate graduate teaching assistants in the area and submit an written evaluation of their teaching no later than March 1 to the Department Chair.
   d. To preside over area meetings and maintain area records.
   e. To submit unified schedules of area course offerings to the Chair in consultation with other faculty in the area.
   f. To maintain inventory records for the area with direct responsibility to the Chair.
   g. To purchase materials, supplies, and equipment for the area, provided that such purchases are made from an E & E allocation provided by the Department Chair and/or funds received by the area as expendable materials fees. The purchase of items exceeding $500 in value require the approval by the Department Chair.
   h. To advise students in the area.
   i. To meet with prospective students in the area.
   j. To encourage the display of student art work in display cases.
   k. To oversee graduate teaching assistants, technical assistants, and student workers.

ARTICLE V: COMMITTEES

SECTION A: Authority and Responsibility of Committees

1. All standing and ad hoc committees of the Department of Art are sub-units of the faculty of the department.

2. Actions taken by all committees shall be with the advice and consent of the entire faculty.

3. Procedural matters of each committee shall be determined by its membership when not described in these Bylaws or given as part of the committee’s charge.
4. Except for confidential deliberations of the Promotion and Tenure Committee, Faculty Evaluation Committee, the Tenured Faculty Committee, the Full Professors Committee, Faculty Grievance and Appeals Committee, and the Student Appeals Committee, all committee meetings shall be open to all faculty members as defined in Article I, Section A of these Bylaws. However, only members of the committee may vote. A vote taken with non-committee members voting shall be declared invalid.

SECTION B: Policy Committee

1. The duties of the Policy Committee shall be as follows:
   a. To consider proposals brought to the committee by individual members of the committee, by individual faculty members who are not members of the committee, and by the Chair of the Department.
   b. To make recommendations to the faculty for changes in the Bylaws and Standing Rules and on general policy matters that may lie outside the purview of other standing committees.
   c. To provide advice and counsel on matters brought to the committee by the Chair of the Department.

2. The membership shall consist of the following:
   a. Four tenured or tenure-track faculty members and the Department Chair:
      Three faculty members elected by the faculty.
      One faculty member who is appointed by the Department Chair.
      The Department Chair, who shall have full voting privileges.
   b. The term of office for faculty committee members shall be for one year from August through July.
   c. A quorum of four members shall be necessary to conduct committee business.
   d. If an elected faculty member will be absent for one semester or longer and cannot serve, then a special election shall be held to fill the remainder of the term.
   e. If the appointed faculty member is unable to serve when the absence is for one semester or longer, then the Chair shall appoint a replacement.

3. The faculty member who receives the highest number of votes in the election by the faculty shall serve as chair of the committee.

4. Election procedures
   a. An election of three faculty members to the Policy Committee shall be held during the last thirty days of the Spring semester.
b. All members of the voting faculty are eligible to vote for members of this committee.

c. The election of three committee members shall be conducted by secret ballot.

d. Faculty members will vote for six tenured and/or tenure-track faculty members.

e. The three faculty members who receive the most votes shall be elected.

f. In the event of a tie vote involving the faculty members receiving the most votes, a second election between those involved in the tie vote shall be conducted by secret ballot.

g. In the event of a tie vote for the election of the second and/or third faculty member on the committee, a second election between those involved in the tie vote shall be conducted by secret ballot.

SECTION C: Faculty Evaluation Committee

1. The duties of the Faculty Evaluation Committee shall be as follows:

   a. Review the reports of accomplishments for the year under review of all full-time faculty members in the department except visiting faculty members.

   b. Evaluate the accomplishments of each faculty member in Research/Creative Achievement, Teaching, and Service.

   c. Meet and assign ratings (using a range of 10 to 1 with 10 as the highest) for each of the three categories. On the basis of the ratings, the accomplishments in each category will be designated as Satisfactory or Unsatisfactory.

   d. Provide an overall rating based on the ratings for Research/Creative Achievement, Teaching, and Service for the totality of the accomplishments for each faculty member each year, and determine if the accomplishments as a whole are judged to be Satisfactory or Unsatisfactory.

2. The membership shall consist of four tenured members of the faculty.

3. All tenured faculty members are eligible to serve.

4. Committee members will serve staggered two-year terms; two members will be added each year, and two others will step off the committee.

5. Election procedures

   a. An election of two members of the committee shall be held during the last thirty days of the Spring semester.
b. All members of the voting faculty are eligible to vote for the members of this committee.

c. The election shall be conducted by secret ballot.

d. Faculty members will vote for four tenured faculty members.

e. The two faculty members who receive the most votes shall be elected to a two-year term, except that in the spring of the first year that these Bylaws become effective, the two faculty members who receive the third and fourth most votes will be elected to a one-year term on the committee.

f. In the event of a tie vote determining who may or may not be elected to a two-year term, or in the first year, who may or may not be elected to a one-year term, a second election between those involved in the tie vote shall be conducted by secret ballot.

g. If a committee member cannot serve the full elected term, then a special election will be held to fill the unexpired term of service.

h. After completing a two-year period of service on the committee, the faculty member is not eligible for re-election to the committee for one year.

i. If a faculty member is able to complete one year of service on the committee, but no more, then he/she will not be eligible for re-election to the committee for one year.

j. If a faculty member is elected to fill the unexpired term of service of another faculty member, that is, the second year of the two-year term, then he/she will not be eligible for re-election for one year.

k. If a faculty member is elected to the committee but is forced to resign for some reason prior to the evaluation of faculty accomplishments in the spring, then he/she will not have provided committee service and will be eligible for immediate election to the committee at the next election.

1. The Chair is not a voting member of the committee.

2. Committee procedures for the evaluation of faculty accomplishment are described in Standing Rule 6.

SECTION D. Promotion and Tenure Committee

1. The duties of the Promotion and Tenure Committee shall be as follows:

   a. Make recommendations to the Department Chair and to the Tenured Faculty Committee concerning promotion to Associate Professor, tenure, contract renewal or non-renewal of term appointments, and/or terminal appointments.
b. Conduct the third-year or mid-point review as required by College and campus regulations, and prepare a confidential written report of its recommendation(s) for the Chair's disclosure to the faculty member concerned and, if appropriate, to the Tenured Faculty Committee.

c. Examine the Annual Report of Accomplishments only if requested by the Chair of the Department for a recommendation concerning an untenured faculty member’s continued appointment.

d. Review the performance of any faculty member judged to be Unsatisfactory in the Five-Year Post-Tenure Review process and render an independent decision whether the faculty member’s performance during the preceding five-year period is Satisfactory or Unsatisfactory.

2. The membership shall consist of the following:

   a. Two members will be Professors and two members will be Associate Professors.

   b. All members must have completed at least two academic years as full-time faculty at the University.

   c. The term of service shall be for two years from August through July.

   d. One-half of the committee (one professor and one associate professor) will be elected in even years and the other half will be elected in odd year years to create overlapping two-year terms.

   e. A quorum of three members shall be necessary to conduct committee business.

   f. The Department Chair shall appoint a temporary alternate in the event of prolonged absence of a regular committee member. If the absence is one semester or longer, then a special election shall be held.

   g. The Department Chair shall serve as an ex-officio, non-voting member.

   h. The committee chair and committee secretary shall be elected by the committee from its membership and shall have full voting privileges.

3. Election procedures

   a. An election shall be held within the last thirty days of the spring semester.
b. Voting privileges shall be reserved for tenured and tenure-track faculty. In cases involving the promotion of a full-time non-tenure-track faculty member, then Teaching Professors, Associate Teaching Professors, Assistant Teaching Professors, and Lecturers who have completed at least one academic year of full-time teaching at the University shall also have voting privileges.

c. Election will be by secret ballot and will be conducted in two stages.

d. Two ballots shall be used at each election for the professor and associate professor members. Each voting faculty member will vote for two persons at each rank.

e. The two nominees receiving the most votes in each rank on the first ballot shall be placed on the second ballot. The candidate in each rank with the most votes on the second ballot shall be elected.

f. In the event of ties on the first ballot, an expanded number of candidates shall be placed on the second ballot.

g. The ballots will be counted by the Department Chair and a continuing member of the Promotion and Tenure Committee appointed by the Chair.

4. All action by the Promotion and Tenure Committee and information furnished to the committee by anyone other than the candidate for promotion and/or tenure shall be confidential.

5. Any Promotion and Tenure Committee member who discloses confidential information may be subject to review by the Faculty Grievance and Appeals Committee.

6. Additional information about the duties of this committee may be found in Standing Rule 7.

SECTION E. Tenured Faculty Committee

1. The duties of the Tenured Faculty Committee shall be to evaluate recommendations received from the Promotion and Tenure Committee on matters of tenure, promotion to Associate Professor, and/or terminal appointments.

2. The membership shall consist of all tenured full-time art faculty members, including members of the Promotion and Tenure Committee, with at least one year of full-time service at the University. All are eligible to vote. Tenured faculty members on leave are members, but may choose not to participate or vote during the leave semester. Emeriti tenured faculty members are not members.

3. The Department Chair shall serve as an ex-officio, non-voting member.

4. All action by the Tenured Faculty Committee and information furnished to the committee by anyone other than the candidate for promotion and/or tenure shall be confidential.
5. Any Tenured Faculty Committee member who discloses confidential information may be subject to review by the Faculty Grievance and Appeals Committee.

1. Committee procedures are set forth in Standing Rule 2.

SECTION F. Full Professors Committee

1. The duties of the Full Professors Committee shall be to make recommendations concerning promotion of an Associate Professor to the rank of Professor.

2. The membership shall consist of all tenured full-time faculty members holding the rank of Professor with at least one year of full-time service. All are eligible to vote. Full professors on leave are members, but may choose not to participate or vote during the leave semester. Emeriti Professors are not members.

3. The Department Chair shall serve as an ex-officio, non-voting member.

4. All action by the Full Professors Committee and information furnished to the committee by anyone other than the candidate for promotion shall be confidential.

5. Any Tenured Faculty Committee member who discloses confidential information may be subject to review by the Faculty Grievance and Appeals Committee.

6. Additional information on the committee’s duties and procedures are set forth in Standing Rule 2.

SECTION G. Faculty Grievance and Appeals Committee

1. The committee shall serve as a board of appeals of ratings awarded by the Faculty Evaluation Committee in the annual evaluation of faculty accomplishments, and as a board to conduct informal hearings on grievances or to hear charges of unethical or irresponsible actions on the part of faculty members or graduate teaching assistants.

2. The committee shall consist of four Professors or Associate Professors with tenure who are not concurrent members of the Faculty Evaluation Committee.

3. The term of office shall be for one year from September through August.

4. The Department Chair shall serve as an ex-officio, non-voting member, except in those instances where the Department Chair’s decision is being appealed.

5. The committee shall choose a chair from its membership.

6. When the committee is required to deal with matters of faculty responsibility, its membership may be adjusted by the Chair to comply with Section 300.010.L.6.a.1 of the Collected Rules and Regulations of the University.
7. Election Procedures
   a. An election shall be held within the first thirty days of the fall semester.
   b. Voting privileges shall be reserved for faculty who have completed at least one year of full-time teaching in the Department.
   c. Secret ballot will be used in the election.
   d. All faculty eligible for election to the committee shall be listed on the ballot, and the voting faculty will vote for four of those eligible. The four faculty members receiving the most votes shall be elected.
   e. In the event of a tie vote among those faculty members receiving the fourth highest number of votes, a run-off election will be held on a second ballot. The voting faculty will vote for only one person among those with tie votes.
   f. The person receiving the most votes will be elected. In case of a second tie vote, the Chair will cast the deciding vote.
   g. The person receiving the most votes who is not elected will serve as an alternate member.
   h. The votes will be counted by the Chair and a member of the Faculty Evaluation Committee.

8. In grievance cases, the committee shall be convened at the request of any one of its members, including the Department Chair. All members, or the alternate, and the Chair shall be present at each meeting. In dealing with matters of faculty responsibility, the committee shall be convened for an informal hearing at the request of the accused according to Section 300.010.L.6.b of the Collected Rules and Regulations of the University.

9. All action by the Faculty Grievance and Appeals Committee and information furnished to the committee shall be confidential and shall be released only as provided in these Bylaws.

10. The committee members, the appellant, grievant, or accused, and the respondent shall have access to all documentary materials pertinent to the case one week prior to the hearing of the case in question.

11. A confidential written synopsis of the committee's action shall be prepared by the committee and disclosed by the Chair to the person concerned.
SECTION H. Student Appeals Committee

1. The duty of this committee is to hear course grade appeals by students and make a recommendation to the Department Chair as to whether the student’s appeal has merit, based on the evidence received from the student and the instructor.

2. The committee shall consist of three elected, full-time faculty members of any rank who are not concurrent members of any other elected committee in the Department.

3. The term of office shall be for one year from September through August.

4. The Department Chair may be a hearer at the committee meetings, but will not participate in any way.

5. The committee will choose a chair and secretary from among the committee members.

6. The committee’s deliberations must conform to the provisions of Article 6 of the Academic Regulations, section VII.2.J in the Faculty Handbook. A copy can be found on the University Faculty Council webpage.

7. Election Procedures
   a. An election shall be held within the first thirty days of the fall semester.
   b. Voting privileges shall be reserved for faculty who have completed at least one year of full-time teaching in the Department.
   c. Secret ballot will be used in the election.
   d. All those faculty eligible for election to the committee shall be listed on the ballot, and the voting faculty will vote for three of those eligible. The three faculty members receiving the most votes shall be elected.
   e. In the event of a tie vote among those faculty members receiving the third highest number of votes, a run-off election will be held on a second ballot. The voting faculty will vote for only one person among those with tie votes.
   f. The person receiving the most votes will be elected. In case of a second tie vote, the Chair will cast the deciding vote.
   g. The person receiving the most votes who is not elected will serve as an alternate member and will serve in those cases where a committee member has a conflict of interest.
   h. The votes will be counted by the Chair and a member of the Policy Committee.
SECTION I. Undergraduate Studies Committee and the Graduate Studies Committee

1. These committees shall deal with curricular matters at their respective levels, make a record of the meeting, and report all actions taken to the faculty at regularly scheduled faculty meetings.

2. Meetings shall be open to all faculty members. Attendance by area coordinators, entire areas, and/or faculty shall be requested when necessary.

3. Proposals will be received from areas, individual faculty members, the Department Chair, or may be committee-initiated.

4. The agenda shall be publicized to all committee members and the Chair at least two days prior to the meeting date.

5. Significant curricular change proposals shall be submitted in writing at least two days prior to the meeting date.

6. Actions taken by these committees shall be subject to the advice and consent of the entire Art faculty.

7. The members of each committee shall be appointed by the Department Chair. Although there shall be no limitation of continued service, or renewed service, on these committees, terms of service shall normally not extend beyond three years, except for the chair of the committee.

8. The Director of Undergraduate Studies and the Director of Graduate Studies shall serve as chair of their respective committees.

SECTION J. Mentoring Committees

1. The duty of Mentoring Committees is to support and guide newly-appointed non-tenure-track faculty members toward promotion, guide tenure-track faculty members toward promotion and/or tenure, and guide and support tenured Associate Professors toward promotion to the rank of Professor (see Standing Rules 4 and 5).

2. Mentoring Committees are comprised of two tenured faculty members who hold an academic rank above that of the faculty member being mentored.

3. The members on each Mentoring Committee shall be appointed by the Chair of the Department. One member of the committee will be designated as the chair.

4. Additional committee procedures and duties are set forth in Standing Rules 4 and 5.

SECTION K. Search Committees

1. A search committee shall be appointed to review and screen applications for all full-time faculty vacancies in the Department of Art.
2. The Search Committee normally shall consist of the members of the appropriate media areas and others appointed by the Department Chair.

3. The chair of the Search Committee shall be determined by the Department Chair.

4. Departing members of the faculty, or members who have been non-regular or part-time who are candidates for a permanent or full-time appointment, shall not hold membership on the Search Committee.

5. Procedures for faculty searches are set forth in Standing Rule 8.

SECTION L. Other Committees and Subcommittees

1. Other standing committees may be appointed by the Chair or may be structured by the faculty upon amendment of these Bylaws.

2. Ad hoc committees or subcommittees may be requested by a standing committee.

ARTICLE VI: PARLIAMENTARY AUTHORITY

The parliamentary authority governing all cases not covered by these Bylaws shall be Robert’s Rules of Order (Newly Revised) so long as there is no conflict with the Bylaws of the faculty of the University of Missouri or the College of Arts and Science.

ARTICLE VII: AMENDMENTS TO THE BYLAWS

New Bylaws may be adopted and Bylaws may be amended or repealed at a duly convened meeting of the faculty. Notice of any proposed change in the Bylaws shall be given in writing to all members of the faculty at least one week prior to the time of the meeting at which the proposed change is to be considered. Whenever such a change is proposed, the member or members of the faculty making such a proposal shall file with the Department Chair a written statement in the precise form of the proposed change.

ARTICLE VIII: STANDING RULES

Standing rules affecting policy and procedures of the faculty of the Department of Art may be enacted by a majority of the faculty at any regular or called faculty meeting under the provisions of Article III, Section A.2. Such rules become part of these Bylaws upon their approval (or other specified date, if part of the proposal).

Approved by the Faculty of the
Department of Art on May 4, 2012
Standing Rule 1. Promotion and Tenure of Regular Faculty:
Definition of Rank, Criteria, and Evaluation

1. Introduction

1.1. The Department of Art and the University recognize that the processes of consideration for promotion and tenure will produce decisions that will affect the employment and economic status of the individual faculty member. This document is designed to provide the best possible means for judging the performance of an individual, ensuring that activities of similar type and magnitude of importance are given equal consideration, and ensuring the highest degree of fairness to the candidate while safeguarding the interests of the department and University.

1.2. The future distinction of the Department of Art depends in large part upon the quality of the judgment exercised in making tenure decisions. For this reason, and because the awarding of tenure represents a commitment of substantial resources on the part of the University, each such recommendation will be made with the greatest possible care and will be the result of thorough and rigorous scrutiny of all relevant information. This extended commitment on the part of the University inherent in the granting of tenure requires that the candidate exhibit not only the potential for future achievement but also a firm record of past achievement. He or she must, upon appointment, show evidence of likely success in all aspects of the academic appointment, thereby indicating a clear potential for eventually achieving the rank of Professor.

1.3. In accordance with University policy, tenure and promotion within the Department of Art will be awarded based on faculty accomplishments in three broad categories: 1) teaching (40%), 2) research/creative achievement (40%), and 3) service (20%). General procedures for promotion and/or tenure for each candidate will be defined at the time of the tenure-track appointment, if not during the interview visit prior to appointment. During the spring of the first year, each new faculty member will develop a written plan for engaging in research/creative achievement that will lead to tenure and/or promotion. Its purpose is to give direction to the new faculty member as he/she begins their probationary period and develops a record of achievement in research/creative achievement. That plan will be submitted for review by the department chair and Evaluation Committee. The faculty member is expected to pursue research/creative achievement activities consistent with the general objectives of the plan. The plan should be reviewed and updated during each of the first three years of the probationary period.
1.4. A Mentoring Committee will be appointed for each new faculty member during the first year of appointment. The new faculty member will be asked to recommend tenured faculty members for appointment to the committee. The department chair, after giving consideration to all circumstances, will appoint two tenured faculty members who are at or above the rank to which the candidate aspires. They will guide the new faculty member in the preparation of the plan for research/creative achievement and mentor him/her in teaching, research/creative achievement, and service during the probationary period.

1.5. Faculty members will make contributions according to their own special talents. Some of those contributions may go beyond their primary media area. In view of this possibility, the application of specific criteria for promotion to any rank or for granting tenure may not preclude recognition of unique contributions of an individual under consideration. The candidate will be evaluated annually in accordance with established department guidelines and University rules.

1.6. All communication between the individual faculty member and the department chair, the Faculty Evaluation Committee, the Tenured Faculty Committee, and/or the Full Professors Committee that pertains to tenure and promotion will be transmitted in writing.

1.7. These guidelines for tenure and promotion in the Department of Art are intended to be in agreement with the Guidelines for Promotion and Tenure promulgated by the University of Missouri system and the University of Missouri. Should non-compliance be found in the guidelines of the Department of Art, then the Collected Rules and Regulations of the Curators of the University of Missouri system and guidelines of the University will prevail.

2. Definition of Ranks

2.1. Assistant Professor
   Individuals appointed to the rank of Assistant Professor can be described as follows:

   2.1.1. The Assistant Professor must have earned the Master of Fine Arts degree with a program of study requiring the completion of a minimum of 60 graduate credit hours of coursework and culminating with a significant creative project. The Master of Fine Arts degree is the terminal degree in the field of studio and graphic art and constitutes the minimum requirement for this appointment.

   2.1.2. The Assistant Professor must demonstrate potential for excellence in teaching, for productivity in research/creative achievement, and for achieving a position of leadership in the profession as a teacher and artist.

   2.1.3. The Assistant Professor must possess potential to be promoted to Associate Professor and eventually to Professor.
2.1.4. The Assistant Professor will be considered for promotion to the rank of Associate Professor no later than the sixth year of his/her appointment at the University, except in those cases wherein the Assistant Professor has received an official extension of the probationary period as stipulated in the Collected Rules and Regulations of the Board of Curators of the University which may include pregnancy, serious illness, or care of an invalid or seriously ill family member or other close dependent. Persons at this rank who have demonstrated unusual and extraordinary achievement may be considered for promotion early. In unusual cases, persons with prior notable experience in higher education and/or professional experience in the field may be given some credit for that experience on the six-year probationary period at the time of the initial appointment.

2.2. Associate Professor

Individuals appointed or promoted to the rank of Associate Professor must meet the requirements for an Assistant Professor as well as the following:

2.2.1. Normally, the Associate Professor should have six years of successful teaching experience at the college or University level or the equivalent.

2.2.2. The Associate Professor must have demonstrated success in teaching, achievement in research/creative activity at the regional or national level, and continuing accomplishment in his/her discipline. Notable participation in professional activities and service is expected of the Associate Professor.

2.2.3. The Associate Professor should possess potential to be promoted to Professor.

2.2.4. Each faculty member at the rank of Associate Professor has the right to apply in the Department of Art for promotion to the rank of Professor in the sixth year of appointment at the Associate rank and, should promotion not occur, every third year thereafter, and no more frequently, but may request that the Department not initiate or carry through this process at this or any such scheduled time. On the other hand, an Associate Professor with an extraordinary record of achievement in teaching, research/creative achievement, and service may apply for promotion to Professor before the sixth year since there is no minimal time period required in this rank before application for promotion. The criteria for promotion from Associate Professor to Professor is based on significant achievement—not on time in rank.

2.3. Professor

Individuals appointed to or promoted to the rank of Professor must meet the requirements for an Associate Professor as well as the following:
2.3.1. The Professor must provide continuing evidence of excellence in teaching. He/She is expected to provide leadership in developing the instructional activities of the University and in maintaining the highest academic, artistic, and professional standards.

2.3.2. The Professor must present documented evidence that he/she has achieved a position of distinction in the profession as an artist, scholar, and/or pedagogue. His/Her accomplishments in the area of research/creative achievement must be recognized nationally and/or internationally.

2.3.3. The Professor must have contributed significantly to regional and national professional organizations as well as to the University in service activities.

3. Criteria for Promotion and Tenure

3.1. Introduction

3.1.1. The activities that are listed below are among those considered appropriate professional activities for faculty members on tenure-track appointments at MU. It is not expected that a faculty member will engage in all of the activities listed under any of the following categories. Neither is it expected that a faculty member will be equally active in each of the three categories. As a general rule, faculty appointments will be weighted as follows: 40% for teaching, 40% for research/creative achievement, and 20% for service. Questions as to appropriate balance of activities for a given faculty member should be discussed with the chair of the department; each individual case will be considered on its own merits. In every case, the quality of the contributions is of greater importance than the quantity.

3.1.2. Some activities may be difficult to place in a particular category, e.g. research/creative achievement or service. The determination of category assignment should be based upon the activity's purpose, venue, and audience. When an activity could logically fit in more than one category, the faculty member should provide a rationale for placing an activity in a particular category.

3.2. Teaching

3.2.1. Promotion and tenure will be granted only if determination is made that the candidate is an effective teacher. Faculty members must possess the ability to arouse curiosity and stimulate creative and critical thinking that motivates students to high levels of artistic and academic achievement. It is incumbent upon the candidate to substantiate any activities listed with appropriate documentation.

3.2.2. Appropriate activities and expectations for teaching include:
a) Knowledge of subject matter taught, including range, depth, and currency

b) Development of new courses, programs, teaching materials, and teaching techniques

c) Oversight of the media area studio facility in accordance with professional standards so as to promote student success

d) Evaluation of student achievement based on clearly-stated course objectives that are logical, fair, and clearly understandable to the students as evidenced by course materials, handouts, rubrics, etc.

e) Facilitating student course evaluations every semester for each class taught, where appropriate

f) Attracting and retaining talented students

g) Providing exhibition and/or professional opportunities for students when appropriate

h) Providing learning opportunities beyond class or lesson time, such as field trips, lectures, critiques, workshops, conferences, or symposiums

i) Supervision of papers, research projects, MFA theses, and dissertations

j) Undergraduate and graduate student advising and committee work

k) Maintaining regular office hours for consultation with students and colleagues

l) Providing portfolio review and evaluation for current and incoming students

3.2.3. Administrative Responsibilities

Faculty members with appointments that include administrative responsibilities related to teaching and that receive teaching load credit for them will be evaluated on the success of those responsibilities. These activities and their impact on the Department should be documented in the annual evaluation materials.

3.3. Research/Creative Achievement

3.3.1. Introduction
a) Achievement in scholarly research and creative activity is an intrinsic component of the department’s mission. It improves instruction, stimulates further faculty growth, enhances the cultural environment and serves as a model for student effort in the areas of critical thinking, creative problem solving, and professional practice. Most importantly, it constitutes a tangible contribution to the existing body of knowledge in the candidate’s area of expertise.

b) Specific expectations will be defined for each faculty member in accordance with opportunities that exist in his/her area of expertise as reflected in his/her plan for research/creative achievement. It is recognized that many faculty members participate in a wide variety of creative professional activities. Such breadth of activity is encouraged. However, each faculty member’s primary efforts should be directed toward those activities expected in the area of his or her appointment.

c) Many of the accomplishments in research and creative achievement that relate to decisions on tenure and promotion are listed below under 3.32. Achievements on the higher end of each list are generally considered to be more important than those at the lower end in that they demonstrate a more rigorous level of external peer review. However, factors such as quality, quantity, scope, content, venue, etc., will have a significant impact on the final evaluation of each accomplishment (see Section 4, Evaluation).

d) Factors that determine the importance of an artistic activity may include the prestige of the venue, the reputation of the curator, the reputation of the jurors, the scope of the project, and/or the reputation of the client.

3.3.2. Appropriate research activities for Art faculty typically include the following:

3.3.2.1. Invitational/Curated Exhibitions

   a) Invitational/curated solo or one-person exhibitions at established art venues such as museums, galleries, or arts organizations. The prestige of the venue and/or the reputation of the curator will weigh heavily in the determination of rigor of external review.

   b) Invitational/curated group exhibitions at established art venues such as museums, galleries, or arts organizations.

3.3.2.2. Competitively Juried Entry Exhibitions

   a) Internationally juried entry exhibitions open to all artists regardless of country of origin
b) Nationally juried entry exhibitions open to artists living in the United States

c) Regionally juried entry exhibitions open to artists living within designated multi-state geographic boundaries

d) State-wide juried entry exhibitions open to artists living in the state of Missouri

e) Locally juried entry exhibitions open to artists living within designated geographic area within the state

3.3.2.3. Commercial Projects and Commissions
This creative activity involves any type of commercial project or commission where the work to be produced is contracted by a commissioning body, be it corporate, public, or private.

a) Invitational and competitive international creative research projects for commission or design clientele that have impact and visibility with an international audience, international distribution, and/or involve a pool of international candidates.

b) Invitational and competitive national creative research projects for commission or design clientele that have impact and visibility with a national audience, national distribution, and/or national pool of candidates.

c) Invitational and competitive regional creative research projects for commission or design clientele that have impact and visibility with a regional audience, regional distribution, and/or regional pool of candidates.

d) Invitational and competitive statewide creative research including projects for commission or design clientele that have impact and visibility with a local audience, local distribution, and/or local pool of candidates.

e) Invitational and competitive local creative research including projects for commission or design clientele that have impact and visibility with a local audience, local distribution, and/or local pool of candidates.

3.3.2.4. Gallery Representation
This activity involves the competitive selection of an artist’s work represented by a gallery over a sustained period of time.
3.3.2.5. Collections
Acquisition of work into a public, corporate, and/or private collection. The prestige and/or reputation of the collection determines the rigor of external review.

3.3.2.6. Publications

a) Author or co-author of book, published or under contract, with a peer and/or editorial review

b) Author or co-author of articles in refereed journals or scholarly monographs, published or in press

c) Author, co-author, or contributor of a chapter(s) in a book, published or under contract, with a peer and/or editorial review

d) Author, co-author, or contributor of an essay(s), published or under contract, with peer and/or editorial review

e) curatorial activities that involve research and coordination of an exhibition which also includes the writing and publication of a catalogue

f) Author/programmer of software materials, published or under contract, with a peer and/or editorial review

g) Editor or translator of books, published or under contract, with a peer and/or editorial review

h) Reviews of books, dissertations, or exhibitions, published or in press, with a peer and/or editorial review
i) Publication by another party of a work of art in a book, journal, magazine, or newspaper, or on a website

3.3.2.7 Invited Lectures/Presentations/Panelist

a) Invited lecture, presentation, or panelist at an international venue and/or at a venue with international participation

b) Invited lecture, presentation, or panelist at a national venue and/or at a venue with national participation

c) Invited lecture, presentation, or panelist at a regional venue and/or at a venue with regional participation

d) Invited lecture, presentation, or panelist at a state venue and/or at a venue with state participation

e) Invited lecture, presentation, or panelist at a local venue and/or at a venue with local participation

3.3.2.8 Validation of professional reputation and an established career may be affirmed further by the following.

a) Faculty Activities

1) Grants written and funded for support of research activities, either internal or external

2) Winning of prizes, awards, fellowships, or similar recognition

3) Invitation to adjudicate or curate major art competitions

4) Invitation to serve as a grant reviewer for a national or international foundation

5) Award of a grant or a residency for the support of research activity. Publications and exhibitions that result from grant support will be listed under Research/Creative Achievement.

b) Activities by Others Referencing the Research/Creative Achievement of a faculty member

1) Use of images, books, or articles by other institutions as texts or sources

2) Citations of images, books, or articles in the scholarly writings of others
3) Review of creative work by a peer in the field that is published in a book, journal, or other publication

3.4. Service

3.4.1. Introduction
Although all faculty members are expected to provide service to the department, the college and the University community, service is not as important as teaching and research/creative achievement. However, service contributions may be a factor in promotion and tenure decisions.

3.4.2. Appropriate service activities for art faculty members typically include the following (not in priority order):

a) Committee work at the departmental, college, or University level
b) Public relations work for the department, college, or University
c) Service as workshop, conference, or institute organizer
d) Serving as a faculty advisor for a student organization
e) Participation in national, state, or community arts agencies
f) Participation in the meetings or activities of professional associations as officer, speaker, or panelist
g) Service as an outside reviewer of promotion and/or tenure materials for candidates at other universities.
h) Art-related University activities (including those at departmental, college, campus, and University-wide levels)
i) Art-related community service
j) Serve as a grant reviewer of a local or regional foundations
k) Service as a consultant to or on behalf of educational institutions, professional associations, or government agencies

4. Evaluation for Promotion and Tenure

4.1. Teaching
Excellence in teaching in the classroom or studio will be documented using multiple sources from among the following (not in priority order):

a) Course materials, including syllabi, handouts, exams, student projects, etc.
b) Participation in the development of new course materials and courses

c) Teaching load, enrollment, and student retention

d) Success of students in competitions and exhibitions, acceptance of students to
   graduate programs at other institutions, and placement of current students at
   internships in their area of study

e) Supervision of graduate student theses and undergraduate research projects

f) Academic and professional advising of undergraduate and graduate students

g) Results of student course evaluations

h) Area coordinator’s evaluation, if applicable

i) Evaluation by the Chair or other faculty in annual updates

j) Faculty self-evaluation/teaching portfolio

k) Success of former students in their area of study

l) Written statements by colleagues or by former students

m) Grants written for support of instruction or program improvement, either internal or
   external

n) Visiting artists, guest lectures and field trips to compliment one’s own classroom
   instruction

o) Teaching awards received

p) Supervision and maintenance of lab in accordance with media standards to
   encourage student success

4.2. Research/Creative Achievement

4.2.1. In matters of appointment, reappointment, promotion, and tenure, the Art
   Department follows University rules and guidelines of the University of Missouri as
   represented (but not limited to) the Collected Rules 320.035, Policy and Procedures
   for Promotion and Tenure and the Call Document for Promotion and Tenure
   (Provost’s Office).

4.2.2. Productivity in research and other scholarly activities is the most distinguishing
   characteristic of the faculty of the University, setting it apart from all other public
   institutions in the state. Recommendation for promotion and tenure occurs normally
   only when such activities are at a high level.
4.2.3. The underlying principles of evaluating performance in creative arts fields are identical to the standards and principles of evaluation for more traditional academic fields. Evidence must be convincing that the candidate has made sustained and significant contributions to the field, measured by national and international standards. Quantity can be a consideration, but quality must be the primary factor. These contributions must be clearly substantiated via documentation of favorable acceptance of the individual's work within a system of rigorous peer review. Moreover, persons seeking tenure and promotion to the rank of Associate Professor or Professor should be able to demonstrate that their contributions have established them prominently in their field. In sum, studio artists and designers shall establish a dialogue of original expression and make significant contributions to their discipline through scholarship and/or creativity.

4.2.4. Factors relating to the evaluation of research/creative may include but not be limited to the following:

4.2.4.1. Evidence of the contribution to the body of knowledge in the field as documented by reviews, awards, publications, commissions, etc.

4.2.4.2. Evidence of favorable judgment through peer review including the professional prestige of the venue, juror, curator, client, commissioning, publishing, and/or awarding body.

4.2.4.3. Evidence of the scope of professional competition involved in the creative work, including the number and geographic distribution of the applicant pool and/or geographic dissemination of the work.

4.2.4.4. The percent contribution of the faculty member toward the project, when multiple contributors are involved. When collaboration occurs in scholarly or creative work, each faculty member’s role needs to be clearly presented, e.g., “50% of project.”

4.3. Service
Service to the department, the University, and the profession within the arts is expected of all faculty. Service may include tasks performed as members of committees, councils, and advisory boards. Service may also include arranging lectures or exhibitions on campus and in the community; procurement of grants for exhibitions, visiting artists, and/or scholars on campus; organization of field trips (when not part of teaching activities); consulting, judging, and participating in workshops and panels at professional meetings (when not part of research activities).
Factors in the evaluation of service include the following:

a) Quality of service
b) Amount of time and effort required

c) Impact or outcome of service

d) Importance of the activity

4.4. The above criteria and evaluation procedures for promotion and tenure will also be considered in the evaluations for merit salary increases and graduate faculty eligibility.

Approved by the Faculty of the
Department of Art on March 24, 2010
Standing Rule 2. Promotion and Tenure Procedures for Regular Faculty

1. Nominations

1.1. Recommendations for promotion and/or tenure may be submitted by any faculty member on behalf of another faculty member, or a faculty member may request consideration for his/her own promotion and/or tenure.

1.2. The deadline for submitting such recommendations or requests to the Chair of the Department is February 1 for review during the following year. The Chair shall inform the entire art faculty about any recommendations or requests received.

2. Solicitation of Outside Letters of Review

2.1. Each candidate will provide six to twelve names, their addresses, phone numbers, and email addresses of potential outside reviewers to the Chair, preferably on or before February 15. As stipulated in the Call Document for Promotion and Tenure, written evaluations must be obtained from at least six outside reviewers. Tenured full professors will be selected as outside reviewers. An explanation must be provided if tenured associate professors are selected as outside reviewers for assistant professors seeking tenure and promotion. Preference will be given to outside reviewers from peer AAU public or private institutions that have art departments that are comparable to our department. In exceptional cases, one or two outside reviewers may come from non-academic institutions, such as a museum curator, gallery director, or art director. He/she/they must be qualified to comment upon the impact of the candidate’s work in the field. Six letters must be from reviewers at academic institutions. No more than two letters may be from reviewers at non-academic institutions. A brief summary of the qualifications of every person selected should be included. The candidate shall not contact any of the proposed outside reviewers nor should any faculty member other than the Chair of the Department contact any prospective reviewer at any time during the entire review process.

2.2. No external reviewer should be selected who might reasonably be viewed as biased. No outside reviewer shall be a current or former teacher, a current or former faculty colleague, collaborator in a research project or creative activity, former classmate, a student or former student, a personal friend, or kin of the candidate.
2.3. The Chair, in consultation with the chair of the Mentoring Committee, shall select six reviewers from whom letters will be requested no later than March 1. No more than three of the reviewers may be selected from the list submitted by the candidate. The other three reviewers will be selected independently by the Chair, in consultation with the chair of the Mentoring Committee, if appropriate. The names of those selected as outside reviewers will be held in confidence and not reported to the candidate.

2.4. The Chair will contact each prospective outside reviewer by email and solicit his/her assistance in evaluating the work of the candidate.

2.5. Documentation submitted to outside reviewers should be selected by the candidate from the following list, in accordance with the faculty member’s role and responsibilities in the Department, and in consultation with the Chair and the Mentoring Committee:
   a) A complete curriculum vita of the candidate’s professional accomplishments
   b) Annotated copies of selected refereed publications (books, articles, chapters, etc.) and reviews representing the candidate’s research/scholarship
   c) Photographs and/or digital documentation of selected creative work completed since the last hiring, tenure, or successful promotion decision. The portfolio should represent a sampling of the candidate’s best work. The candidate may include a description and explanation of the work, as well as a history of its submission for peer review and/or the impact and dissemination of the work. The portfolio and accompanying description and explanation will be placed on a CD/DVD that shall be accompanied by a printed inventory of the images on the CD/DVD.
   d) The candidate’s “Statement of Research/Scholarly Accomplishment”
   e) Departmental and University guidelines for promotion and/or tenure

2.6. Those materials, as well as a cover letter described in the Call Document for Promotion and Tenure, will be sent by the Chair to each external reviewer by April 1. A sample letter is provided at http://provost.missouri.edu/faculty/sample-review.html. The letter to every outside reviewer must include the following:
   a) The candidate’s percent of effort (typically 40/40/20 in Teaching Research/Creative Achievement, and Service) for the most recent academic year.
   b) A request for the reviewer to state whether and how he/she knows the candidate and if he/she knows the candidate, and the reason(s) they can provide an objective review.
   c) A request for comment on the candidate’s overall level of creativity and the impact of the research.
d) The candidate’s potential for future productivity.

e) The extent of the candidate’s development of a national/international reputation.

f) A comparison of the candidate’s achievement with peers known to the reviewer.

2.7. All reviewers will receive the same materials.

2.8. Those materials, as well as a prescribed cover letter, will be sent by the Chair to each external reviewer by April 1.

2.9. The deadline for the receipt of letters from the external reviewers in the Art Department office will be on or before August 20.

3. Preparation of the Dossier of Supporting Materials

3.1. The Chair will provide each candidate with all pertinent documents regarding the preparation of supporting materials, especially the “Call Document” issued by the Provost and available on the Provost’s Office web page under “Promotion and Tenure.”

3.2. Each candidate is encouraged to consult with the Chair and experienced members of the faculty in the preparation of materials so that the dossier, including all supporting materials as described in the “Call Document,” will be available for examination by the Tenured Faculty or Full Professors on or before September 1. If significant new accomplishments (i.e., an international or national exhibit, commission, catalogue, etc.) occur after the review process has begun, the candidate may update the dossier that has been submitted for review.

4. Review of Materials

4.1. The review of promotion and/or tenure materials of tenure-track faculty, that is, Assistant Professors and Associate Professors without tenure, begins initially with the Promotion and Tenure Committee. A full description of the committee procedures that pertain to regular faculty for promotion and/or tenure are described in Standing Rule 7, sections 5-11. For the promotion of Assistant Teaching Professors and Associate Teaching Professors, see Standing Rule 3 and Standing Rule 7, sections 12-17.

4.2. Following the preparation of an evaluation report by the Promotion and Tenure Committee, the report will be made available to the members of the Tenured Faculty Committee and the candidate for promotion and/or tenure. All materials relating to the promotion and tenure of Assistant Professors and/or Associate Professors seeking tenure will be made available for review for a minimum of one week.
4.3. For faculty members seeking promotion to the rank of Professor, two members of the Full Professors Committee (chose by the committee members) will meet, review all promotion materials, draft an evaluation report, and send it to the Department Chair who will make it available to all members of the Full Professors Committee and to the candidate for promotion. Only members of the Full Professors Committee will review materials of candidates seeking promotion to the rank of Professor. The materials will be available for review for a minimum of one week.

4.4. Members of the Tenured Faculty Committee or Full Professors Committee will individually peruse the complete dossier (including all materials relating to teaching, research/creative achievement, and service) before hearing testimony and/or discussing the candidate. The dossier will also be made available to all other members of the Art faculty, but excluding the letters from outside reviewers.

4.5. Copies of the confidential letters from outside reviewers will be made available only to those faculty members eligible to vote on the candidacy of the faculty under consideration, that is, to Tenured Faculty Committee members who vote on tenure and promotion to Associate Professor, or to the Full Professors who vote on promotion to the rank of Professor.

4.6. The Chair of the Department shall provide the appropriate voting faculty members with a copy of the candidate’s letter of appointment and all annual evaluations completed since the last hiring, tenure, or successful promotion decision, which ever is the most recent.

4.7. Generally, the letters of evaluation from external reviewers and annual evaluations will only be available in the Chair’s Office for confidential reading by the appropriate voting faculty during business hours.

5. Meeting of the Committee

5.1. The meeting of the Tenured Faculty Committee or Full Professors Committee should be held on or about September 15.

5.2. The Chair shall set the date of the meeting and notify all members at least two weeks in advance.

5.3. The Chair serves as an ex-officio member of the committee. He/she shall serve as the convener and moderator of the meeting, but shall not participate in the discussion, except that he/she may ask questions of those providing information and answer questions posed by a committee member.

5.4. Prior to deliberating and voting, the Tenured Faculty Committee or Full Professors Committee will invite testimony from all tenured members of faculty in the area of the candidate, as well as any other tenured Art faculty members with close professional ties to the candidate.
5.5. Non-tenured, visiting, and adjunct faculty and students will not provide testimony on tenure or promotion cases.

5.6. Each candidate for promotion and/or tenure will meet with the committee to respond to questions and address any concerns. Any suggestions for the revision of promotion and/or tenure documentation should be made immediately before the review at the College level.

5.7. After interviewing the candidate and receiving testimony about the candidate’s work, the committee shall discuss the candidate’s qualifications for promotion and/or tenure. The committee discussion should focus on teaching, research/creative achievement, and service.

6. Voting

6.1. After discussing the qualifications of all candidates, a vote by secret ballot will be taken for each candidate. For an Assistant Professor, both tenure and promotion to the rank of Associate Professor are mandatory for continuing appointment. However, if an Associate Professor is hired at that rank without tenure, then separate votes on tenure and promotion are required since promotion to the rank of Professor is not mandatory.

6.2. The Chair does not vote as a member of the committee on matters of promotion and tenure because he/she has a separate and independent vote.

6.3. All eligible voting faculty members are expected to vote unless they are on an officially approved leave of absence. All votes from faculty members who are on a leave of absence must be received by the Chair no later than the day of the vote on promotion and/or tenure.

6.4. The Chair, assisted by the chair of the Policy Committee, will count the ballots. The ballots will be retained in departmental files.

7. Reporting the Vote

7.1. Following the vote by the Tenured Faculty Committee or the Full Professors Committee, the Department Chair shall report in writing to each candidate the vote of the committee and the Chair's own recommendation, before the recommendations are delivered to the Dean. The Chair shall also inform the members of the committee in writing the results of the vote (that is, favorable or unfavorable by the majority) within two days after the counting of the ballots.
7.2. The Department Chair will prepare a written evaluation of teaching, research/creative achievement, and service for each tenure and/or promotion candidate in accordance with provisions in the “Call Document.” The evaluation will describe the procedures followed in the review of the candidate’s work, provide an overview of the candidate’s accomplishments, especially during his/her time at MU, comment upon generally accepted standards of quality within the discipline, both on this campus and nationally, and provide a concise statement of the Chair’s recommendation, including any factors requiring special consideration.

7.3. The written evaluation prepared by the Promotion and Tenure Committee or the subcommittee of the Full Professors Committee must conform to and reflect the majority vote of the full committee. If so, then it will represent the full committee in the promotion and/or tenure dossier. If not, then it must be revised to reflect the majority vote of the Tenured Faculty Committee or Full Professors Committee.

7.4. All members of the Tenured Faculty Committee or the Full Professors Committee will sign the evaluation document, thereby acknowledging that it reflects the majority vote of the committee. Anyone wishing to express an individual opinion must submit his/her evaluation in paper and digital form to the Department Chair for inclusion in the promotion dossier for each candidate seven days before the College deadline.

7.5. A copy of the written evaluations by the committee and the Chair, as well as any individual opinions, will be given to the candidate no later than seven calendar days after the date of the vote by the committee.

7.6. All committee members will receive a copy of each signed committee evaluation that has been prepared. The Chair will inform the committee members of his/her vote on the candidate.

8. Appeals

8.1. A candidate who receives a negative evaluation and recommendation from the majority of the committee and/or by the Chair shall have seven calendar days from the date of receipt of that information to notify the Tenured Faculty Committee or Full Professors Committee (whichever is appropriate) and the Chair of the Department of his/her intent to appeal. The Chair will schedule a meeting to hear the appeal within seven days of such notification.

8.2. The candidate may elect to appeal the recommendation, or he/she may elect not to contest the recommendation at the department level. If he/she chooses to contest the recommendation, then he/she is expected to furnish substantive evidence contesting the recommendation.
8.3. A report of the appeal vote by the Tenure Faculty Committee or Full Professors Committee shall be added to the candidate's dossier and accompany the Chair's recommendation to the Dean of the College of Arts and Science and the Arts and Science Promotion and Tenure Committee.

9. Grievances

9.1. Grievances resulting from perceived violations of University and/or departmental tenure and promotion procedures by the Tenured Faculty Committee, the Full Professors Committee, and/or the Department Chair shall be presented to the Arts and Science Grievance Committee through the Dean within seven calendar days of notification of action taken on the candidate's tenure and/or promotion or on the appeal of same.

Approved by the Faculty of the Department of Art on April 30, 2010

Amended by the Department of Art Faculty on March 16, 2012
1. Introduction and Definitions

1.1. Definitions

1.1.1. The Collected Rules and Regulations of the Board of Curators recognize three kinds of non-tenure-track faculty: 1) full-time, ranked, non-tenure-track faculty; 2) full-time, unranked, non-tenure-track faculty; and 3) part-time (adjunct) unranked faculty. This document addresses only full-time, ranked, non-tenure-track faculty with the following titles: Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor.

1.1.2. All non-tenure-track faculty in Art (hereafter referred to as NTT faculty) who are appointed or promoted to one of the three ranks cited in 1.1 above will have teaching as his/her primary responsibility. No NTT faculty member appointed in the Department of Art will have research, clinical/professional practice, or extension work as his/her primary responsibility.

1.1.3. For the purpose of merit pay increases and promotion in rank, NTT faculty in the Department of Art will be evaluated primarily on teaching and, to a lesser extent on service and professional activities related to teaching. The distribution of effort will be 70 percent in teaching and 30 percent in service.

1.1.4. NTT faculty will be assigned higher teaching loads than tenured and tenure-track faculty.

1.2. Initial Appointment and Evaluation of Performance

1.2.1. Although NTT faculty may engage in teaching, research/creative achievement, and service, decisions regarding hiring, continuation of employment, merit pay increases, and evaluation for promotion will be based solely on teaching and service according to the distribution of effort stated above.

1.2.2. When NTT faculty members are hired, the Department must clearly defined the nature and responsibilities of the appointment in writing. Specific job responsibilities and expectations must be explicitly stated in the written job description. Such a description shall be developed by the Department Chair in consultation with the search committee or an appropriate department committee (the tenured and tenure-track faculty members in the area in which the NTT faculty member is to be hired).
1.2.3. NTT faculty in Art must hold the Master of Fine Arts degree in Art (the terminal degree in studio art), or have equivalent professional experience in teaching and/or professional practice.

1.2.4. Evidence of the successful candidate’s qualifications must be demonstrated through the résumé, portfolio/dossier, reference letters, samples of professional creative work, samples of students’ work, and through interview and teaching presentations before members of the Art faculty.

1.2.5. Successful candidates must demonstrate potential for excellence in teaching as well as in the service and professional aspects relating to the teaching area.

1.2.6. Searches leading to the appointment of NTT teaching faculty will be conducted on a national basis with the involvement of a faculty search committee. NTT faculty in Art will be selected using search procedures that are described in Standing Rule 8, Faculty Search Procedures.

1.2.7. Final recommendations for hiring remain under the purview of the Department Chair.

1.2.8. The evaluation of teaching and service of NTT faculty in Art will be completed by the Faculty Evaluation Committee of the Department as described in Standing Rule 6. The Department Chair will also review the teaching and service performance of each NTT faculty member.

1.2.9. NTT faculty will be evaluated annually on the same criteria for teaching and service as applied to tenured and tenure-track faculty. Those criteria are set forth in Standing Rule 1.

1.2.10. NTT faculty will prepare a written report of teaching and service activities and professional development annually to be reviewed by the Faculty Evaluation Committee and the Department Chair.

1.2.11. Annual written evaluations will be provided to each NTT faculty member.

1.2.12. Appointments of NTT faculty must begin on a specified date and terminate on a specified date. Such appointments are usually for a period no longer that one academic year.

1.2.13. Reappointments should be based in part on the performance expectations communicated at the time of appointment by the Department Chair with the concurrence of the Dean and Provost.
1.2.14. Decisions to reappoint should be made in advance of the appointment end date. Faculty who will not be reappointed should be informed in writing at least three months in advance of the appointment end date, unless extenuating circumstances exist.

2. Promotion of NTT Faculty

2.1. The evaluation of NTT faculty for promotion will focus on teaching effectiveness and service based on the distribution of effort as defined in 1.1.3 above.

2.2. Criteria for Appointment and Promotion in Rank

2.2.1. The Assistant Teaching Professor must demonstrate potential for excellence in teaching and for achieving a position of leadership in the department as a teacher.

2.2.2. The Associate Teaching Professor must have demonstrated success in teaching and continuing accomplishment in his/her discipline. Notable participation in professional activities and service is expected of the Associate Teaching Professor.

2.2.3. The Teaching Professor must provide continuing evidence of excellence in teaching. He/She is expected to provide leadership in developing the instructional activities of the University and in maintaining the highest academic and professional standards.

2.3. Criteria For Evaluating Teaching Effectiveness

2.3.1. Promotion will be granted only if determination is made that the candidate is an effective teacher. Faculty members must possess the ability to arouse curiosity and stimulate creative and critical thinking that motivates students to high levels of artistic and academic achievement. It is incumbent upon the candidate to substantiate any activities listed with appropriate documentation.

2.3.2. Appropriate activities and expectations for teaching include the following:

a) Knowledge of subject matter taught, including range, depth, and currency;

b) Development of new courses, programs, teaching materials, and teaching techniques;

c) Oversight of the media area studio facility in accordance with professional standards so as to promote student success;

d) Evaluation of student achievement based on clearly-stated course objectives that are logical, fair, and clearly understandable to the students as evidenced by course materials, handouts, rubrics, etc.;
e) Facilitating student course evaluations every semester for each class taught, where appropriate;

f) Attracting and retaining talented students

g) Providing exhibition and/or professional opportunities for students when appropriate;

h) Providing learning opportunities beyond class or lesson time, such as field trips, lectures, critiques, workshops, conferences, or symposiums;

i) Supervision of papers, research projects, and MFA theses;

j) Undergraduate and graduate student advising and committee work;

k) Maintaining regular office hours for consultation with students and colleagues;

l) Providing portfolio review and evaluation for current and incoming students.

2.3.3. Excellence in teaching in the classroom or studio will be documented using multiple sources from among the following (not in priority order):

a) Course materials, including syllabi, handouts, examinations, student projects, etc.

b) Participation in the development of new course materials and courses

c) Teaching load, enrollment, and student retention

d) Success of students in competitions and exhibitions, acceptance of former students to graduate programs at other institutions, and placement of current students at internships in their area of study

e) Supervision of graduate student theses and undergraduate research projects

f) Academic and professional advising of undergraduate and graduate students

g) Results of student course evaluations

h) Area coordinator’s evaluation, if applicable

i) Evaluation by the Chair or other faculty in annual updates

j) Faculty self-evaluation/teaching portfolio

k) Success of former students in their area of study

l) Written statements by colleagues or by former students
m) Grants written for support of instruction or program improvement, either internal or external

n) Visiting artists, guest lectures and field trips to compliment one’s own classroom instruction

o) Teaching awards received

p) Supervision and maintenance of the teaching studio(s) in accordance with media standards to encourage student success

2.3.4. Faculty members with appointments that include administrative and/or coordinating responsibilities related to teaching and that receive teaching load credit for them will be evaluated on the success of those responsibilities. These activities and their impact on the Department should be documented in the annual evaluation materials.

2.4. Criteria for Evaluating Service

2.4.1. Introduction
Although all faculty members are expected to provide service to the department, the college, and the University community, service does not carry as much weight as teaching. However, service contributions are a factor in promotion decisions.

2.4.2. Appropriate service activities for Art faculty members typically include the following (not in priority order):

a) Committee work at the departmental, college, or University level

b) Public relations work for the department, college, or University

c) Service as workshop, conference, or institute organizer

d) Serving as a faculty advisor for a student organization

e) Participation in national, state, or community arts agencies

f) Participation in the meetings or activities of professional associations as officer, speaker, or panelist

g) Art-related University activities (including those at departmental, college, campus, and University-wide levels)

h) Art-related community service

i) Serve as a grant reviewer for local or regional foundations
j) Service as a consultant to or on behalf of educational institutions, professional associations, or government agencies

2.4.3. Service to the department, college, University, and the profession within the arts is expected of all full-time faculty members. Service may include tasks performed as members of committees, councils, and advisory boards. Service may also include arranging lectures or exhibitions on campus and in the community; procurement of grants for exhibitions, visiting artists, and/or scholars on campus; organization of field trips (when not part of teaching activities); consulting, judging, and participating in workshops and panels at professional meetings (when not part of research activities). Factors in the evaluation of service include the following:

a) Quality of service

b) Amount of time and effort required

c) Impact or outcome of service

d) Importance of the activity

2.5. Mentoring Committee

2.5.1. A Mentoring Committee will be appointed for each new NTT faculty member.

2.5.2. The new faculty member will be asked to recommend tenured faculty members for appointment to the committee.

2.5.3. The Department Chair, after giving consideration to all circumstances, will appoint two faculty members, one of whom must be at the promotable rank or above. They will mentor the new faculty member in teaching and service during the period when the faculty member is an Assistant Teaching Professor.

2.6. Procedures for Considering NTT Faculty for Promotion

2.6.1. NTT faculty may choose or not choose to seek promotion; annual reviews of accomplishments should be seen as indicators of readiness for promotion.

2.6.2. NTT faculty members become eligible for promotion after four years of excellent teaching and service in rank.

2.6.3. The faculty committee responsible for considering the promotion of NTT faculty shall consist of all regular and NTT faculty members holding a rank at or above the one to which the candidate aspires. All shall be faculty members in the Department of Art.

2.6.4. Nominations
a) A faculty member may request consideration for his/her own promotion, or any tenured or tenure-track faculty member may nominate a NTT faculty member for promotion.

b) The deadline for submitting such recommendations or requests to the Chair of the Department is October 1 for review during the same academic year. The Chair shall inform the entire art faculty about any recommendations or requests received.

2.7. Preparation of the Dossier of Supporting Materials

2.7.1. The dossier that is prepared by the candidate for promotion will be organized in the following order:

a) Tab I – Recommendation Signature Page—
   http://Provost.missouri.edu/faculty/pt_signature_page.doc
   History and Recommendation Summary form —
   http://provost.missouri.edu/faculty/history.doc
   Initial letter of appointment

b) Tab II – Departmental P&T Committee summary, evaluation, and recommendation; department summary of procedures used in review and appeals, all formal votes (before and after appeals)
   Chair’s summary letter and recommendation

c) Tab III - College/School P&T Committee summary, evaluation, and summary letter and recommendation; Dean’s summary letter and recommendation

d) Tab IV – Complete CV

e) Tab V – Summary of accomplishment in area(s) of appointment; it should demonstrate effective and sustained achievement in the candidate’s assigned area(s) of responsibility, evidence of excellence, and potential for continued growth. Peer evaluations of teaching and service (no more than 4 peer evaluation letters) by faculty at the promotable rank or higher within the department.

f) Tab VI – (not applicable for NTT faculty with a teaching focus)

g) Tab VII - Copy of departmental and division guidelines for the non-tenure track faculty (criteria for each level/rank should be outlined.

h) All of these items are listed on the Provost’s Office web site under Faculty at
   http://provost.missouri.edu/faculty/content-outline.pdf.

2.7.2. The deadline for submitting the completed dossier is October 15.
2.8. Review of Materials

2.8.1. The NTT Promotion Committee will review materials by the candidate seeking promotion to the rank of Associate Teaching Professor or Teaching Professor. The materials will be available for review for a minimum of one week.

2.8.2. Members of the NTT Promotion Committee will individually review the complete dossier before meeting with the candidate. The dossier will also be made available to all members of the Art faculty.

2.8.3. The Chair of the Department shall provide the committee with a copy of the candidate’s letter of appointment and all annual evaluations completed since the last hiring or successful promotion decision, which ever is the most recent.

2.9. Meeting of the NTT Promotion Committee

2.9.1. The meeting of the NTT Promotion Committee should be held on or about November 1.

2.9.2. The Chair shall set the date of the meeting and notify all committee members at least two weeks in advance.

2.9.3. The Chair serves as an ex-officio member of the committee. He/she shall serve as the convener and moderator of the meeting, but shall not participate in the discussion, except that he/she may ask questions of those providing information and answer questions posed by a committee member.

2.9.4. Prior to deliberating and voting, the committee will invite testimony from all faculty in the candidate’s teaching area, as well as any other Art faculty members with close professional ties to the candidate.

2.9.5. Each candidate for promotion will meet with the committee to respond to questions and address any concerns. Any suggestions for the revision of promotion documentation should be made at that time or earlier.

2.9.6. After interviewing the candidate and receiving testimony about the candidate’s work, the committee shall discuss the candidate’s qualifications for promotion. The committee discussion must focus only on teaching and service.

2.10. Voting

2.10.1. After discussing the qualifications of all candidates, a vote by secret ballot will be taken for each candidate. All committee members are expected to vote.

2.10.2. The Chair does not vote as a member of the committee on matters of promotion because he/she has a separate and independent vote.
2.10.3. The Chair, assisted by the chair of the candidate’s Mentoring Committee, will count the ballots. The ballots will be retained in departmental files.

2.11. Reporting the Vote

2.11.1. Following the vote by the NTT Faculty Committee, the Department Chair shall report in writing to each candidate the vote of the committee and the Chair’s own recommendation, before the recommendations are delivered to the Dean. The Chair shall also inform the members of the committee in writing the results of the vote (that is, favorable or unfavorable by the majority) within two days after the counting of the ballots.

2.11.2. The Department Chair will prepare a written evaluation of teaching and service for each promotion candidate. The evaluation will describe the procedures followed in the review of the candidate’s work, provide an overview of the candidate’s accomplishments, especially during his/her time at the University, comment upon generally accepted standards of quality within the discipline, both on this campus and nationally, and provide a concise statement of the Chair’s recommendation, including any factors requiring special consideration.

2.12. Preparing the Written Report

2.12.1. The NTT Faculty Committee must also prepare a written evaluation for each candidate for the benefit of others beyond the department level who will be involved in the evaluation of the candidate. The chair of the candidate’s Mentoring Committee shall prepare a draft of the evaluation for the NTT Faculty Committee to review and approve. Each evaluation should address strengths as well as concerns about teaching and service. The final written evaluation from the committee shall reflect the majority vote of the committee. The signed evaluation will be given to the Chair of the Department for inclusion in the candidate’s dossier.

2.12.2. Work on the written evaluation should be initiated immediately after the disclosure of the committee vote.

2.12.3. All members of the committee will sign the evaluation document, thereby acknowledging that it reflects the majority vote of the committee. Anyone wishing to express an individual opinion must submit his/her evaluation in both paper and digital form to the Department Chair for inclusion in the printed and digital materials submitted for each candidate within seven calendar days following the vote of the committee.

2.12.4. A copy of the written evaluations by the committee and the Chair will be given to the candidate no later than fourteen calendar days after the date of the vote by the committee.
2.12.5. All committee members will be given a copy of each signed committee evaluation that has been prepared. The Chair will inform the committee members of his/her vote on the candidate.

2.13. Appeals

2.13.1. A candidate who receives a negative evaluation and recommendation from the majority of the committee and/or by the Chair shall have seven calendar days from the date of receipt of that information to notify the NTT Faculty Committee and the Chair of the Department of his/her intent to appeal. The Chair will schedule a meeting to hear the appeal within seven days of such notification.

2.13.2. The candidate may elect to appeal the recommendation, or he/she may elect not to contest the recommendation at the department level. If candidate chooses to contest the recommendation, then he/she is expected to furnish substantive evidence contesting the recommendation.

2.13.3. A report of the appeal vote by the NTT Faculty Committee shall be added to the candidate's dossier and accompany the Chair's recommendation to the Dean of the College of Arts and Science as well as the Arts and Science Promotion and Tenure Committee.

2.14. Grievances

2.14.1. Grievances resulting from perceived violations of University and/or departmental promotion procedures by the NTT Faculty Committee and/or the Chair shall be presented to the Arts and Science Grievance Committee through the Dean within seven calendar days of notification of action taken on the candidate's promotion or on the appeal of same.

3. Academic Freedom and Participation in Faculty Governance

3.1. Prior to the ending date of their term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenure and tenure-track faculty members.

3.2. Adequate cause for dismissal prior to the stated ending date of the term appointment must be related directly and substantially to the faculty members' fitness or performance as a teacher. More information can be found in the Collected Rules and Regulations 310.010 and related sections in the campus bylaws.

3.3. Since University policy strongly encourages the participation of NTT faculty in faculty governance, they will be full-voting members of the Department of Art faculty and be eligible to serve on all departmental committees, except for those whose membership is restricted to tenured and/or tenure-track faculty.
Forms and additional information about “Promotion Procedures for Ranked Non-Tenure Track Faculty” may be found on the Provost’s Office web site under Faculty at

http://provost.missouri.edu/faculty/tenure_nonregular.html.

Approved by the Department of Art faculty on
November 5, 2010
Standing Rule 4. Mentoring Committee for Tenure-Track Faculty

The Purpose of Mentoring Committees and Their Composition

1. Mentoring Committees in the Department of Art shall support and guide tenure-track faculty members toward a successful candidacy for promotion and/or tenure, and guide and support tenured Associate Professors toward a successful candidacy for promotion to the rank of Professor.

2. A Mentoring Committee is comprised of two tenured faculty members who hold an academic rank above that of the faculty member being mentored.

3. New faculty members shall meet with the Chair of the Department during the first semester of their appointment and recommend possible faculty members who may be appointed as members of the Mentoring Committee. Normally the faculty member recommended by the new faculty member will be appointed as the mentor. Ideally, this mentoring relationship will remain in effect throughout the new faculty member’s career from arrival until promotion to the rank of Professor at the University.

4. Associate Professors who plan to seek promotion to the rank of Professor shall meet with the Chair of the Department well in advance of the time when they begin preparing materials for promotion and recommend the appointment of Professors to a Mentoring Committee, if one has not already been assigned.

5. The Mentoring Committee shall be appointed by the Chair of the Department. One member of the committee will be designated the chair.

6. The mentors should be considered as advocates for the professional success of the faculty member.

Duties of the Mentoring Committee

7. Members of each Mentoring Committee have the following responsibilities:

7.1. Meet with the Department Chair and the new faculty member to review the mentoring process, the responsibilities of the faculty member and those of the committee, and the timetable and schedule leading to promotion and/or tenure to ensure success.

7.2. Guide and support the faculty member to become an effective teacher by suggesting teaching strategies, teaching resources, mid-semester student evaluations, and potential teaching awards, as needed.

7.3. Meet with the faculty member to review his/her teaching success and review course evaluations at the end of the first semester.

7.4. Guide and support the faculty member to become a productive artist, and advise on the submission of research/creative work for peer review.
7.5. Explain the Bylaws and Standing Rules of the Department of Art to a new faculty member so that he/she understands them.

7.6. Inform the new faculty member about other procedures and practices of the Department, including undergraduate advising, knowledge of the degree curricula, critiques, exhibitions of student work in the Gallery, computer tech resources, and Academic Support.

7.7. Guide in the preparation of grant and leave applications by the faculty member.

7.8. Provide guidance and instruction in the preparation of Faculty Accomplishment System (FAS) annual report as well as the Annual Report of Accomplishments, including supporting documents, for evaluation by the Faculty Evaluation Committee.

7.9. Oversee and approve the faculty member’s one-year and five-year goals for research/creative achievement that will contribute to promotion and tenure.
   a) The faculty member shall prepare a written statement of specific one-year goals and more general five-year goals for research/creative achievement no later than February 10 of the first year of his/her appointment.
   b) The faculty member will provide copies of that statement for his/her mentoring committee and then meet with the committee and discuss the goals.
   c) When the statement of goals is judged to be satisfactory by the committee members, both members will sign their names at the bottom of the statement of goals, enter the date, and forward the original to the Department Chair for placement in the faculty member’s personnel file. They will also give a copy to the faculty member and retain copies for their own files for easy reference.
   d) In the event the mentors cannot agree on the plan, the matter will be referred to the Department Chair who will work to resolve the disagreement.

7.10. Guide in the preparation of materials for the third-year (or mid-point) review materials.

7.11. Guide in the preparation of materials for tenure and promotion consideration during the candidate’s fifth year, including the form and content of the curriculum vita and related materials on the candidate’s research/creative achievement.
   a) Meet with the faculty member on/about November 1 of the fifth year of appointment to begin preparation of materials that will be sent to the outside reviewers.
   b) Guide the faculty member in his/her selection of potential outside reviewers that must be received by the Department Chair no later than February 15.
c) Develop a separate list of six to twelve potential outside reviewers and provide those names along with contact information to the Department Chair no later than February 15.

d) Review and refine information to be sent to the outside reviewers so that seven packets of ready-to-mail materials, including a DVD and printed materials containing images of the candidate's creative work, can be submitted to the Department Chair by March 25.

7.12. Guide in the preparation of materials for the remainder of the promotion and/or tenure dossier.

a) Read the Provost's Call Document and meet with the candidate to begin preparation of the promotion and/or tenure dossier on/about April 1 in the fifth year of appointment.

b) Read the candidate's part of the dossier and make editorial corrections and suggestions to improve the information that is requested in the Call Document.

c) Work with the faculty member in selecting and/or obtaining letters of peer evaluation of teaching and of service for placement in Folders V and VIII of the dossier, respectively, per the Promotion and Tenure Call Document.

d) Ensure that the faculty member submits the final draft of the dossier in print and electronic form to the Department Chair no later than August 1 for the folders containing the candidate's Complete Curriculum Vitae, Teaching/Scholarship of Teaching, Research/Scholarship, and Service.

7.13. Assist the Department Chair in preparing promotion and/or tenure materials for submission to the Dean of the College of Arts and Science.

a) Prepare biographical sketches on each of the outside reviewers for the promotion and/or tenure dossier and submit to the Department Chair in printed and electronic form (see sample form in Provost's Call Document), and other duties as requested by the Chair of the Department.

Observation of Teaching

8. Each member of the Mentoring Committee shall observe classes taught by the new faculty member.
8.1. Beginning with the first semester of appointment, both members of the committee will separately observe a substantial portion of a class, meet with the faculty member at a convenient time following the observation, and provide written feedback. A copy of the written observation report shall be given to the faculty member and another signed copy sent to the Department Chair for the faculty member's personnel file. The faculty member may submit a response to an observation report.

8.2. After the first semester of appointment, one mentor will observe the faculty member teach each succeeding semester, meet with the faculty member later, and provide written feedback as described above in 7.1, except during the third year and fifth year of the faculty member's probationary period when members of the Promotion and Tenure Committee will observe and evaluate the faculty member.

Changes in Mentoring Committee Membership

9. Changes in membership on a Mentoring Committee may be necessary for a number of reasons.

9.1. Mentors should be replaced a) when a mentor takes a development, research, or sabbatical leave for more than one semester, resigns or retires from teaching, suffers from ill health, or is burdened with caring for an ill or aging family member, b) when a mentor no longer feels that he/she can be an advocate for the professional success of the new faculty member, or c) if the new faculty member requests a change based on highly unusual and compelling reasons. The latter two bases for change of a mentor should be considered exceptional and should occur rarely.

9.2. In such instances, the Department Chair will consult with the mentors and the faculty member to determine the best course of action. Thereafter, the Department Chair will decide if a change is wise, prudent, and absolutely necessary.

Approved by the Art Department
Faculty on February 17, 2012
Standing Rule 5. Mentoring Committee for Non-Tenure-Track Faculty

The Purpose of Mentoring Committees and Their Composition

1. Mentoring Committees in the Department of Art shall support and guide Assistant Teaching Professors toward a successful candidacy for promotion, and guide and support Associate Teaching Professors toward a successful candidacy for promotion to the rank of Teaching Professor. Full-time visiting faculty will also be assisted by mentoring committees to become better teachers even though they are not eligible for promotion.

2. A Mentoring Committee is comprised of two tenured and non-tenure-track faculty members who hold an academic rank above that of the faculty member being mentored.

3. New faculty members shall meet with the Chair of the Department during the first semester of their appointment and recommend possible faculty members who may be appointed as members of the Mentoring Committee. Ideally, this mentoring relationship will remain in effect throughout the new faculty member’s career from arrival until promotion to the rank of Teaching Professor at the University.

4. Associate Teaching Professors who plan to seek promotion to the rank of Teaching Professor shall meet with the Chair of the Department well in advance of the time when they begin preparing materials for promotion and recommend the appointment of Professors and Teaching Professors to a Mentoring Committee, if one has not already been assigned.

5. The Mentoring Committee shall be appointed by the Chair of the Department. One member of the committee will be designated the chair.

6. The mentors should be considered as advocates for the professional success of the faculty member.

Duties of the Mentoring Committee

7. Members of each Mentoring Committee have the following responsibilities:

   7.1. Meet with the Department Chair and the new faculty member to review the mentoring process, the responsibilities of the faculty member and those of the committee, and the timetable and schedule leading to promotion (if appropriate) to ensure success.

   7.2. Guide and support the faculty member to become an effective teacher by suggesting teaching strategies, teaching resources, mid-semester student evaluations, and potential teaching awards, as needed.

   7.3. Meet with the faculty member to review his/her teaching success and review course evaluations at the end of the first semester.
7.4. Explain the Bylaws and Standing Rules of the Department of Art to a new faculty member so that he/she understands them.

7.5. Inform the new faculty member about other procedures and practices of the Department, including undergraduate advising, knowledge of the degree curricula, critiques, exhibitions of student work in the Gallery, computer tech resources, and Academic Support.

7.6. Guide in the preparation of a development leave application by the faculty member.

7.7. Provide guidance and instruction in the preparation of Faculty Accomplishment System (FAS) annual report as well as the Annual Report of Accomplishments, including supporting documents, for evaluation.


7.9. Guide in the preparation of the promotion dossier during the candidate’s fourth year, including the curriculum vitae and materials relating to teaching and service.

   a) Read the Provost’s Call Document and meet with the candidate to begin preparation of the promotion dossier on/about April 1 in the fourth year of appointment.

   b) Read the candidate’s part of the dossier and make editorial corrections and suggestions to improve the information that is requested in the Call Document.

   c) Work with the faculty member in selecting and/or obtaining letters of peer evaluation of teaching and of service for placement in Folders V and VIII of the dossier, respectively.

   d) Ensure that the faculty member submits the final draft of the dossier in print and electronic form to the Department Chair no later than September 1 for the folders containing the candidate’s Complete Curriculum Vitae, Teaching/Scholarship of Teaching and Service.

7.10. Assist the Department Chair in preparing promotion materials for submission to the Dean of the College of Arts and Science.

Observation of Teaching

8. Each member of the Mentoring Committee shall observe classes taught by the new faculty member.

8.1. Beginning with the first semester of appointment, both members of the committee will separately observe a substantial portion of a class, meet with the faculty member at a convenient time following the observation, and provide written feedback. A copy of the written observation report shall be given to the faculty member and another signed copy sent to the Department Chair for the faculty member’s personnel file. The faculty member may submit a response to an observation report.
8.2. After the first semester of appointment, one mentor will observe the faculty member teach each succeeding semester, meet with the faculty member later, and provide written feedback as described above in 7.1, except during the second year and fourth year of the faculty member’s appointment when members of the Promotion and Tenure Committee will observe and evaluate the faculty member.

Changes in Mentoring Committee Membership

9. Changes in membership on a Mentoring Committee may be necessary for a number of reasons.

9.1. Mentors should be replaced a) when a mentor takes a development, research, or sabbatical leave for more than one semester, resigns or retires from teaching, suffers from ill health, or is burdened with caring for an ill or aging family member, b) when a mentor no longer feels that he/she can be an advocate for the professional success of the new faculty member, or c) if the new faculty member requests a change based on highly unusual and compelling reasons. The latter two bases for change of a mentor should be considered exceptional and should occur rarely.

9.2. In such instances, the Department Chair will consult with the mentors and the faculty member to determine the best course of action. Thereafter, the Department Chair will decide if a change is wise, prudent, and absolutely necessary.

Approved by the Art Department
Faculty on February 17, 2012
Standing Rule 6. The Evaluation of Faculty Accomplishments
by the Faculty Evaluation Committee

Criteria for Evaluation

1. Introduction

1.1. The fair evaluation of faculty accomplishments in research/creative activity, teaching and service to the University, the community and the profession is important to the professional development of the department and to the maintenance of good faculty morale. The process described herein is designed to insure a fair and comprehensive evaluation of faculty performance and to provide faculty with knowledge of the process. These guidelines supersede all previous Department of Art policies on annual evaluation of faculty for purposes of merit pay and will remain in effect until amended or modified. Any proposal for changes to the provisions herein must be made in writing; circulated to all regular faculty at least one week in advance of any vote; must be discussed in a meeting specially called for that purpose; must be approved by a majority vote of regular faculty. Any vote to amend or modify this document will be by secret ballot.

1.2. These guidelines are intended to be in agreement with the guidelines for Annual Evaluation of Faculty For Purposes of Merit Pay promulgated by the University of Missouri System, the University of Missouri-Columbia, and the College of Arts and Science. Should noncompliance be found in the guidelines of the Department of Art, the guidelines of the System, Campus, and/or College will prevail.

1.3. Evaluations will be based on faculty accomplishments realized during the last calendar year (January 1-December 31). Each January, faculty members will complete the Annual Addition to the Cumulative Faculty Record noting their accomplishments in the areas of Research/Creative Achievement, Teaching and Service for the preceding year. Accomplishments by regular faculty will be weighted as follows: 40% to Research/Creative Achievement, 40% to Teaching, and 20% to Service. Accomplishments by non-tenure-track faculty will be weighted as 70% for Teaching and 30% for Service. All accomplishments documented in the Annual Addition to the Cumulative Faculty Record as well as information gathered through observation and reliable sources will be considered by the Faculty Evaluation Committee in evaluating faculty members and by the Chair in making recommendations to the Dean for salary increases in the department.

1.4. Various factors/approaches/criteria as set out below may be used to evaluate faculty accomplishments in the areas of research/creative activity, teaching and service.

2. Evaluation of Research/Creative Achievement
2.1. The Department is mindful of the need to maintain a national reputation as a creative, productive faculty. Professional activity at the national level is necessary to attract and retain good students. It improves instruction, stimulates further faculty growth, serves as a model for student efforts and enhances the cultural environment of the department, university and the community. Research/creative achievement expectations are expected to increase according to years of service and rank of the faculty member.

2.2. Evidence of current scholarly research/creative activity of good quality is expected. This can be demonstrated in a number of ways: Through participation in juried group or solo exhibitions, through participation in invitational group or solo exhibitions, through the execution of juried or invitational, public or corporate commissions, by publication in books, periodicals or journals, through the receipt of grant support and by inclusion in museum and corporate collections. Specific expectations may vary depending on the opportunities that exist in the area of expertise of each faculty member.

2.3. Juried exhibitions
   a) Acceptance in international, national, regional (two or more states), state and local juried exhibitions is evidence of research quality in that the work has been submitted for peer review and outside evaluation by jurors such as museum curators, art critics, gallery owners, artists and educators.
   b) In general, acceptance in international, juried exhibitions can be worth more than acceptance in national juried exhibitions. Acceptance in national juried exhibitions will be worth more than acceptance in regional juried exhibitions and so on. In other words, the larger the potential pool of competitors, the more prestigious the event.
   c) The prestige of the juror, the acceptance rate, the reputation of the show and show venue are all factors that will be used in determining the weight accorded to the exhibition.

2.4. Prizes and awards from juried exhibitions and competitions
   a) Prizes and awards in juried exhibitions and competitions are an important indication of the external validation of research quality.
   b) The type and/or the amount of the award, the prestige of the juror, the reputation of the exhibition and venue are all factors that will be used in determining the weight accorded to the award.

2.5. Invitational exhibitions
a) Invitational exhibitions at university galleries, art schools, museums, and professional galleries are an important indication of a faculty member's reputation within the field of expertise in that an invitation to exhibit is generally based on a positive external peer evaluation of an entire body of work that has been created over a prolonged period of time.

b) Acceptance in international, national, regional (two or more states), state, and local invitational exhibitions is evidence of research quality since the work has been evaluated favorably by exhibition curators such as museum curators, art critics, gallery owners, artists, and educators.

c) The weight accorded to the exhibition will depend upon the reputation of the curator and the show venue, and whether it was a solo or group exhibition. In general, a solo show will be given more weight than a group exhibition.

2.6. Commercial Projects and Commissions

a) Commercial projects and commissions involve client-based projects where the work to be produced is contracted by a public or corporate commissioning agency. Commercial projects and commissions are an important indication of a faculty member's reputation within the field of expertise and are generally based on a positive external peer evaluation of an entire body of work that has been created over a prolonged period of time.

b) The weight accorded to each commission will depend on the commissioning agency or design clientele and the impact and visibility of the work with specifications on audience, distribution, the pool of candidates for such commission, and the amount of the commission.

c) Juried or invitational public and corporate commissions represent a significant external validation of a faculty member's research/creative achievement in that they constitute a commitment on the part of the commissioning agency to invest in and exhibit the work of the artist indefinitely.

d) The weight accorded to each commission will depend on the scope and complexity of the work involved, the amount of the commission, the reputation of the commissioning agency, whether the work was permanent or temporary in nature, and whether the pool of eligible artists was international, national, regional, or local in nature.
2.7. Publications
In addition to exhibitions of artwork, some faculty may also elect to publish in their discipline. Although this is a studio art department, publications may also constitute evidence of the quality of a faculty member’s research/creative achievement, and therefore are encouraged and will be given substantial weight if they contribute to the national/international reputation of the author in accordance with the criteria outlined below:
Factors affecting evaluation of publications by faculty may include the following:

a) Whether the faculty member was the illustrator or author, or both
b) Scope of the article, book, book chapter, exhibition catalogs or paper, and (by implication) the amount of effort spent in research
c) Evidence of scholarly content
d) Originality of thought and contribution to knowledge in the field, or synthesis of knowledge in the field
e) Reputation of the journal (if an article) or publisher (if a book)
f) Quality of the publication (printing and design)
g) Distribution of the publication, either in print or digital media
h) Reviews and citation of the publication

Relevant publications may include the following:

i) Monographs (weight depends on reputation of the press)
j) Exhibition catalogs of works of faculty (weight in accordance with the quality and the reputation of the publisher)
k) Reproductions of work or citations or quotations in art books authored by others (weight depends on reputation of author and press or periodical)
l) Reviews or articles about the work of faculty (weight depends on the reputation of author and publication, i.e., an article in the local press has little weight, but article in a national publication of a professional nature would be given more weight).

Reproduction of work and press releases or show announcements in connection with a current or upcoming show by the show venue are useful in publicizing the activities of the individual and of the department, but cannot be considered as evidence of quality of research or creative achievement.
m) Reviews and interviews in the form of video and voice recording distributed in television, radio, and web media (weight depends on reputation of author and station/website).

n) Inclusion in biographical references (weight depends on reputation and distribution of publication).

2.8. Invited lectures and artist-in-residence programs

   a) Invitation to lecture or to give workshops at other art programs, universities, museums, and professional conferences are also factors that may be considered evidence of quality in research/creative activity (weight depends on reputation of the venue and scope of the conference).

   b) Fellowships and acceptances in artist-in-residence programs are also factors that may be considered as evidence of quality in research/creative activity. In all such instances, the reputation of the programs and institution awarding the residency are factors to be weighted in the evaluation process.

2.9. Grants

   a) Receiving funding to support one’s research and/or creative production is a significant external validation of one’s activities.

   b) The weight accorded to a grant will depend on the amount of the award, the reputation of the funding source, the nature and duration of the support (travel, exhibition, studio production etc.) and the acceptance rate of the grant.

2.10. Collections

   a) The inclusion of creative work in museum, public, corporate, and gallery collections is an indication of quality of research creative achievement because the work has been evaluated by peer reviewers who have made a commitment to its continued maintenance, storage, and exhibition.

   b) The weight accorded to the collection will depend on the prestige of the collection venue, the reputation of the curator/review panel, and the nature of the acquisition (outright purchase, gift, loan etc.).
2.11. Recognizing that creative work can have a long germination period and that each individual faculty member's work is done under vastly differing circumstances depending on the area of expertise, the department has declined to establish a minimum annual number of exhibitions, commissions, prizes, or publications. However, it is expected that all faculty members will demonstrate a record of sustained and nationally recognized achievement appropriate to their area of expertise each year. The faculty has also chosen not to establish a point system for each type of activity due to the inability of such a simplistic system to cope with the complexities involved in determining an activity's importance (reputation of publication, reputation of juror, reputation of institution, complexity of commission, etc.).

2.12. Factors that should be considered for annual evaluation of research include the following:

   a) Full documentation of exhibition, when possible, to include venue, juror with brief biographical sketch, acceptance rate, postcards, catalogues, publications, reviews, etc.

   b) Portfolio and artist statement of current research or current publications. A written narrative may be included to help the Evaluation Committee understand what the artist is doing.

3. Evaluation of Teaching

3.1. Good teaching is expected of all faculty members. Good teaching is easy to define, but hard to measure. Some general guidelines are listed below. They are not all inclusive, but are meant to provide some minimum standards and to suggest ways in which teaching may be evaluated.

3.2. All dossiers for annual evaluation will include a teaching portfolio. This portfolio should include to following:

   a) Statement of teaching philosophy

   b) Course evaluations

   c) Number of students served per class for the year

   d) Course syllabi

   e) Reading lists

   f) Projects and lesson

   g) Examples of student work

   h) Exhibition of student work either in the department and on campus or in outside juried exhibitions and competitions
i) Display of student work in hallways and stairwells of the Art area of the Fine Arts Building

j) List of advisees (graduate and undergraduate; graduate advisees should include committee and thesis responsibilities)

k) New courses, visiting artists, field trips, etc.

l) Funds generated for program, grants, teaching awards, etc.

Factors to be used in evaluating teaching may also include the following:

m) A face-to-face meeting with the Evaluation Committee prior to the issuance of ratings by the committee in order to answer questions or clarify specific items on the annual report. The length of the meetings will be determined by the committee. A faculty member may also request an in-class observation by one of the Evaluation Committee members for that year prior to the Evaluation Committee’s annual meeting.

n) Reports based on direct observation in classroom by members of the Mentoring Committee

o) The nature of the individual class will be considered when evaluating teaching performance:
   1. Is the class required for BA Art and BFA students or is it designed as an elective for general education students?
   2. Is it an academic course or a studio course?
   3. What is the course enrollment?
   4. Were field trips a part of the course requirements?
   5. Were visiting artists brought to campus to speak/present to the class?
   6. Is this a newly developed course or one that has been taught previously?
   7. Is the course in the faculty member’s area of specialization?
   8. How much teaching preparation was required for this course?
   9. To what extent were new technologies used in teaching the class?
  10. Did this course involve internships?

4. Evaluation of Service
4.1. Service to the department, the University, the community and the profession within the arts is expected of all faculty members.

4.2. Factors in the evaluation of service include the quality of service; the amount of time and effort expended; the impact or outcome of the service; and the importance of the activity.

4.3. Service to the department, the University, the community, and the profession may include the following tasks:
   a) Serving as a member or chair of committees, councils, and advisory boards
   b) Lecturing and exhibiting on campus and in the community
   c) Obtaining grants for bringing exhibitions or visiting artists and scholars
   d) Organizing field trips (when not part of teaching activities)
   e) Serving as a consultant
   f) Organizing, curating, and installing shows
   g) Serving as a juror or judge
   h) Participating in workshops and panel at professional meetings (when not part of research/creative activities)
   i) Maintaining the lab or studio including the supervision of lab tech assistants
   j) Coordinating course content in multi-section courses and those involved in delivering instruction in those courses
   k) Overseeing instruction delivered by graduate teaching assistants in single-section courses

4.4. Dossiers should include an explanation of every service activity as it relates to 4.2 above.

The Role and Function of the Evaluation Committee and the Evaluation Process

5. Composition of the Evaluation Committee
   5.1. The committee is comprised of four tenured faculty members.
   5.2. All tenured faculty members are eligible to serve.
   5.3. Each member will serve a staggered two-year term wherein two members will be added each year, and two others will step off the committee.
   5.4. Election procedures
a) An election of two members of the committee shall be held during the last thirty days of the Spring semester.

b) All members of the voting faculty are eligible to vote for the members of this committee.

c) The election shall be conducted by secret ballot.

d) Faculty members will vote for four tenured faculty members.

e) The two faculty members who receive the most votes shall be elected to a two-year term, except that in the spring of the first year that these Bylaws become effective, the two faculty members who receive the third and fourth most votes will be elected to a one-year term on the committee.

f) In the event of a tie vote determining who may or may not be elected to a two-year term, or in the first year, who may or may not be elected to a one-year term, a second election between those involved in the tie vote shall be conducted by secret ballot.

g) If a committee member cannot serve the full elected term, then a special election will be held to fill the unexpired term of service. The faculty member who fills an unexpired term of service will not be eligible for re-election to the committee for one year.

6. Role of the Departmental Chair in Committee Member Selection and during the Committee Meeting(s)

6.1. The Chair will schedule, convene, and preside over the evaluation meeting and record ratings during the meeting.

6.2. The Chair will answer questions, if asked, but will not offer opinions on faculty ratings.

6.3. The Chair is not a voting member of the committee.

6.4. The Chair may establish a format for the written evaluation reports and may make minor grammatical and style changes in the written evaluations of faculty accomplishments, provided that the meaning is not changed.

6.5. The Chair may request additional clarification of the justification for a particular rating by the Evaluation Committee, if deemed appropriate.

6.6. The Chair may provide additional explanation for any evaluation if he/she deems it appropriate. Those comments should be made in a cover letter to the faculty member when the results of the evaluation are given to the faculty.
7. Role of Committee

7.1. The committee shall meet annually in March to review the faculty accomplishments during the previous calendar year.

7.2. It will consider all activities listed in the Annual Faculty Accomplishments System (FAS) as well as the departmental dossier. The dossier should include a summary of the annual accomplishments in Research/Creative Achievement, Teaching, and Service along with verification and documentation of those activities. These materials should information described in items 1 through 4 above.

8. Duties of Committee

8.1. Prior to the committee meeting to evaluate faculty accomplishments, the Department Chair will designate each member of the committee as primary reader for approximately the same number of dossiers. All committee members are required, however, to read carefully all dossiers prior to the evaluation session. Digital copies of the annual updates will be submitted to the office and made available electronically to the members of the committee by the Department Chair.

8.2. At the meeting, achievements of regular faculty members will be reviewed first by category, i.e., the first area to be considered will be Research/Creative Achievement, then Teaching, and then Service for each faculty member. The order in which faculty members will be considered will be determined by a random drawing of names. The primary reader will speak first giving a summary of the accomplishments in Research/Creative Achievement. A discussion will ensue; then the committee members will each provide a numerical rating. An average rating will be calculated for R/CA from the individual ratings. The same procedure described for R/CA will be followed for Teaching and Service.

8.3. The accomplishments of non-tenure-track faculty (assistant teaching professors and lecturers) will be examined second; the review will follow the same basic procedure outlined above, but will focus only on Teaching and Service.

8.4. Committee members will assign a number rating between 1 and 10 (the highest being 10) in the areas of Research/Creative Achievement, Teaching, and Service. The only numerical fraction that may be used is .5.

8.5. The committee members will prepare in advance and come to the meeting with written ratings in hand for Research/Creative Achievement, Teaching, and Service for each faculty member.

8.6. To avoid being influenced by others or influencing someone else, the committee members will write individual ratings on small slips of paper provided and give them to the Department Chair for posting on the board for each person when the time of providing numerical rating comes. Each person’s rating will be identified on the board.
8.7. The ratings in each category for each faculty member being evaluated (with the exception of those members on the committee) shall be shown on a board, so that comparisons can be made. Before averaging the ratings for R/CA, Teaching, and Service for each faculty member, there may be further discussion and adjustment of ratings by individual committee members.

8.8. Faculty members serving on the committee will leave the room when his/her own achievements are being evaluated, and committee members’ ratings will not be shown to them nor will their ratings be posted on the board while they are in the room.

8.9. The Chair of the Department will compute the average rating for each faculty member in each of the three areas. For regular faculty, each of those ratings will then be multiplied by the percentage of effort assigned to each category: 40% for Research/Creative Achievement, 40% for Teaching, and 20% for Service. For non-tenure-track faculty, the ratings will be multiplied by the percentage of effort assigned to each of the following: 70% for Teaching and 30% for Service.

   a) Percentages of effort may vary in exceptional cases according to written, prearranged departmental assignment made between an individual faculty member and the Department Chair.

   b) The products resulting from this multiplication will then be added together to form an overall rating for each faculty member. The results of the overall rating will also be shown on the board so the committee may have a final opportunity to make any adjustment deemed necessary in the interest of fairness to reflect accurately the judgment of the committee. The Chair of the Department shall compute the overall ratings for all faculty members.

8.10. Each member of the committee will prepare written evaluation reports for four or five faculty members and submit them to the whole committee. A constructive, well-written rationale should accompany each rating. Each individual report will be reviewed by the entire Evaluation Committee and, after it has been approved, will be forwarded to the Chair of the Department within twenty-one (21) calendar days after the meeting of the committee.

9. Role of the Department Chair in Evaluation

9.1. Following the completion of the evaluation of faculty accomplishments by the Evaluation Committee, the Department Chair shall review the average rating for each category for every faculty member. After doing so, the Chair may raise or lower the ratings for R/CA, Teaching, and/or Service, as appropriate, by no more than one point (i.e., from 6.5 to 7.5).
9.2. This adjustment may be appropriate because the Chair has information that is not available to members of the Evaluation Committee. Additionally, this procedure is in accordance with the required role of the Chair in the process of tenure, promotion, and post tenure review of a given faculty member; therefore the evaluation by the Chair should be an integral part of the annual evaluation process.

9.3. When an adjustment is made in a rating, the Chair must report that action to the members of the Evaluation Committee and give the reason or reasons for the adjustment.

9.4. The Chair shall send a written evaluation prepared by the Evaluation Committee to each faculty member the summarizing the results of the Committee’s evaluation. The report sent to each faculty member will contain a rating for each category and the overall rating.

9.5. Upon receipt of the written evaluation, each faculty member will be asked to sign a statement acknowledging that the evaluation has been received. A faculty signature does not, however, signify that he/she agrees or disagrees with the evaluation.

10. Satisfactory or Unsatisfactory Evaluation

10.1. Once the final ratings have been determined, the faculty member will be rated as Satisfactory or Unsatisfactory in Teaching, Research/Creative Achievement, and Service as required by the Collected Rules and Regulations, section 310.015. A rating of 4.0 or higher will be considered Satisfactory; a rating lower than 4.0 will be considered Unsatisfactory.

10.2. An overall rating of Satisfactory or Unsatisfactory of each faculty member’s annual accomplishments will be determined by multiplying the ratings for Teaching, Research/ Creative Achievement, and Service by their weighted value (40/40/20) and adding the products of all three. If the sum of the products results in an overall rating of 4.0 or higher, then the faculty member’s accomplishments will be judged as Satisfactory. If the overall rating is lower than 4.0, then the faculty member’s accomplishments will be judged as Unsatisfactory.

11. Appeals

11.1. The Faculty Appeals Committee

a) The Appeals Committee shall be composed of four tenured faculty members. All members of the Appeals Committee must have completed two full academic years of service in the Department.

b) Any regular faculty member who has been given a terminal contract is not eligible to serve.

c) No member of the Appeals Committee may be a member of the Faculty Evaluation Committee that made the evaluation that is under appeal.
d) Members of the Appeals Committee shall be elected annually from those eligible by majority vote of all members of the regular faculty.

e) Three members shall constitute a quorum. If a member desires to bring an appeal before the Committee, he/she must excuse him/herself from participating in the review of his/her own appeal.

f) The committee member receiving the most votes in the committee election will preside at the meetings of the Appeals Committee, and will have full voting privileges. In the absence of a quorum, the Department Chair shall appoint substitute members sufficient to establish a quorum.

11.2. The Appeals Process

a) Every faculty member has the right to appeal the evaluation. The appeal must be filed with the Department Chair in accordance with the procedure outlined below.

b) A faculty member wishing to appeal the decision of the Faculty Evaluation Committee or the Chair’s adjustment of the annual rating of her/his accomplishments in Research/Creative Achievement, Teaching, and/or Service shall have ten working days following receipt of the written evaluation report from the Department Chair to initiate an appeal at the departmental level. It is strongly urged that a faculty member discuss the matter with the Chair prior to commencing an appeal.

c) An appeal is initiated by a letter of appeal to the Chair clearly stating the specific reasons for the appeal. The appellant cannot merely state that the evaluation was “unfair” or that “the rating(s) received did not accurately reflect his/her accomplishments.”

d) Upon receipt of the letter of appeal, provided it is timely filed and clearly states the basis for the appeal, the Chair will refer the matter to the Appeals Committee and will promptly arrange for a meeting to consider the appeal.

e) Prior to the meeting of the Appeals Committee, the Department Chair will, after informing the Appeals Committee, ask the Faculty Evaluation Committee to write a brief response to the appeal letter from the appellant that summarizes the reasons for its original rating(s) and any recommendation for adjustment, if deemed appropriate. If the appeal is for a rating that was adjusted by the Chair, then he/she must also prepare a brief response giving reasons for the adjustment. The Evaluation Committee and/or Chair will have five working days to prepare the brief response. A copy of the response will be sent to the appellant at the same time that it is sent to the members of the Appeals Committee.
f) The appellant shall file a written statement to respond to the ratings. That statement should be sent to the Chair for the Appeals Committee two working days before the scheduled meeting to consider the appeal.

g) The appellant is not required to appear before the Appeals Committee. If the appellant chooses to make a brief oral statement (no more than 15 minutes), that statement should be in response to the rationale provided by the Faculty Evaluation Committee or Chair and should indicate the reasons for questioning or disagreeing with the evaluation.

h) An appellant choosing to appear before the Appeals Committee may be asked to answer questions from members of the committee.

i) The Appeals Committee shall review the dossier (the same dossier submitted for the annual evaluation) of the appellant including the annual report, teaching evaluations, and any other materials pertaining to Research/Creative Achievement, Teaching, and Service which the appellant submitted previously to the Faculty Evaluation Committee, the letter from the appellant, and the response of the Faculty Evaluation Committee and/or Chair summarizing the reasons for the evaluation. The appellant will not have the opportunity to augment the content of the original dossier.

j) The Appeals Committee will also receive faculty evaluation data on the range of ratings in each of the three categories and the average ratings for each category as well as the overall average rating for the entire faculty.

k) The jurisdiction of the Appeals Committee is limited. Its function is to determine the following:

1. Whether the finding of the Faculty Evaluation Committee regarding the appellant's Research/Creative Achievement, Teaching, and/or Service is sustained by the record of accomplishments.

2. Whether departmental procedures were followed by the Faculty Evaluation Committee.

l) The burden is on the appellant to show that 1) the rating of the Faculty Evaluation Committee or Department Chair is not supported by the record of accomplishments, and/or that 2) the evaluation procedures set forth in this Standing Rule were not followed by the Faculty Evaluation Committee or Department Chair in arriving at its/his/her rating(s).

m) If the Appeals Committee finds that the rating assigned by the Evaluation Committee or Chair is supported by the record of accomplishments and that departmental procedures were followed by the Evaluation Committee and the Departmental Chair in reviewing the appellant's record, then the rating will remain unchanged.
n) If the Appeals Committee finds that the Evaluation Committee or Department Chair gave a rating that was not supported by the record of accomplishments, and/or that the Evaluation Committee or Chair failed to follow procedures in this Standing Rule in evaluating the appellant’s accomplishments or assigning an appropriate rating, then the Appeals Committee will determine the appropriate rating for the category that has been appealed. The revised rating will become the final rating and must be used in determining merit pay increases.

o) A written report of the decision made on each appeal must be prepared by the Appeals Committee and sent to the Department Chair within five working days after the decision has been made. The Chair will, in turn, send it to the appellant and the members of the Evaluation Committee.

p) This report constitutes the final decision of the Appeals Committee and is not appealable in the Department.

Approved by the Faculty of the Department of Art on April 8, 2011

Amended by the Faculty of the Department of Art on March 16, 2012

Amended by the Faculty of the Department of Art on May 4, 2012 with the adoption of the Departmental Bylaws
Standing Rule 7. Promotion and Tenure Committee

1. The Promotion and Tenure Committee shall consist of four elected faculty members who have attained tenure at the time that committee service begins.
   
   1.1. Two members will be Professors and two members will be Associate Professors.
   
   1.2. All members must have completed at least two academic years as full-time faculty at the University.
   
   1.3. The term of service shall be for two years from August through July.
   
   1.4. One-half of the committee (one professor and one associate professor) will be elected in even years and the other half will be elected in odd year years to create overlapping two-year terms.
   
   1.5. A quorum of three members shall be necessary to conduct committee business.
   
   1.6. The Department Chair shall appoint a temporary alternate in the event of prolonged absence of a regular committee member. If the absence is one semester or longer, then a special election shall be held.
   
   1.7. The Department Chair shall serve as an ex officio, non-voting member.
   
   1.8. The committee chair and committee secretary shall be elected by the committee from its membership and shall have full voting privileges.

2. Faculty members shall not serve concurrently on both the Promotion and Tenure and Grievance Committees.

3. Members of this committee are eligible for re-election upon completion of their term.

4. Election procedures
   
   4.1. An election shall be held within the last thirty days of the spring semester.
   
   4.2. Voting privileges shall be reserved for tenured and tenure-track faculty, Teaching Professors, Associate Teaching Professors, Assistant Teaching Professors, and Lecturers who have completed at least one academic year of full-time teaching at the University.
   
   4.3. Election will be by secret ballot and will be conducted in two stages.
   
   4.4. Two ballots shall be used at each election for the professor and associate professor members. Each voting faculty member will vote for two persons at each rank.
4.5. The two nominees receiving the most votes in each rank on the first ballot shall be placed on the second ballot. The candidate in each rank with the most votes on the second ballot shall be elected.

4.6. In the event of ties on the first ballot, an expanded number of candidates shall be placed on the second ballot.

4.7. The ballots will be counted by the Department Chair and a continuing member of the Promotion and Tenure Committee appointed by the Chair.

**For Tenured-Track Faculty**

5. The duties of the Promotion and Tenure Committee shall include the following:

5.1. Make recommendations to the Department Chair concerning promotion to Associate Professor, tenure, contract renewal or non-renewal of term appointments, and/or terminal appointments.

5.2. Conduct the third-year or mid-point review as required by College and campus regulations.

5.3. Prepare a confidential written report of its recommendation(s) for the Chair’s disclosure to the faculty member concerned and, if appropriate, to the Tenured Faculty Committee.

6. Committee procedures for evaluating faculty for promotion to Associate Professor and/or tenure are set forth in [Standing Rule 2](#).

7. Annual Review of Tenure-Track Faculty

7.1. The committee will examine the Annual Report of Accomplishments only if requested by the Chair of the Department for a recommendation concerning an untenured faculty member’s continued appointment.

8. The Third-Year (Mid-Point) Review of Tenure-Track Faculty

8.1. The dossier for the third-year review shall include the following:

   a) the faculty member’s complete curriculum vitae (not to exceed 25 pages)

   b) the faculty member’s teaching philosophy (no more than one page), list of courses taught (in reverse chronological order), a statement on the use of instructional technology, and noteworthy teaching accomplishments (including grants, awards, and honors)

   c) a course evaluation table showing each course and following the instructions for same as given in the Provost's Call Document

   d) a summary of advising duties
e) a description of the faculty member’s research/creative achievement and explain how it fits into current artistic trends of the media area

f) a list of research/creative grants proposed and received

g) a description of University and professional service to complement the list of such activities in the CV.

8.2. The third-year review shall be conducted in the early spring of the third year of appointment. For untenured faculty members who are appointed initially at the rank of Associate Professor and have been given some credit on the probationary period for previous teaching experience, the review will occur in October of the second year of appointment.

8.3. Two members of the committee will observe the teaching of the faculty member under review during the third year of appointment, but prior to the time when the Promotion and Tenure Committee meets to conduct the third-year review.

8.4. Each committee member will observe a substantial portion of a class, meet with the faculty member at a mutually convenient time following the observation to discuss the class, and provide him/her with a written evaluation. A copy will be given to the Department Chair for placement in the faculty member’s personal file. The faculty member may submit a response if he/she desires.

8.5. The committee will examine the faculty member’s third-year dossier and supporting materials as well as the annual evaluation reports of the Faculty Evaluation Committee, the teaching observations by mentors, and the teaching evaluation reports by committee members.

8.6. After appropriate deliberation, the committee chair will appoint a member of the committee to write an evaluation report that then must be approved by a majority of the committee. Upon approval, the report will be sent to the Department Chair for transmission to the faculty member and the tenured faculty, and for placement in the faculty member’s personnel file.

9. The Review for Promotion and/or Tenure of Tenure-Track Faculty

9.1. This review leads to an evaluation of the untenured faculty member’s candidacy for promotion and/or tenure and occurs at the beginning of the fall semester.

9.2. Two members of the committee will observe the faculty member under review during the fifth year of appointment in preparation for the review for promotion and/or tenure during the early fall of the sixth year.
9.3. Each committee member will observe a substantial portion of a class, meet with the faculty member at a mutually convenient time following the observation to discuss the class, and provide him/her with a written evaluation. A copy will be given to the Department Chair for placement in the faculty member’s personal file. The faculty member may submit a response if he/she desires.

9.4. The committee will examine the candidate’s promotion and/or tenure dossier, confidential letters from outside reviewers, annual evaluation reports of the Faculty Evaluation Committee, teaching observations by mentors, and teaching evaluation reports by committee members.

9.5. The committee chair will appoint a member of the committee to write an evaluation report that then must be approved by a majority of the committee. Upon approval, the evaluation report will be sent to the Chair of the Department for transmission to the faculty member and made available to all of tenured faculty.

9.6. The evaluation report and, together with the promotion and/or tenure dossier and supporting materials and confidential letters from outside reviewers, made available to the Tenured Faculty Committee at least one week in advance of the date of the tenured faculty vote.

9.7. If the majority vote of the tenured faculty agrees with the majority vote of the Promotion and Tenure Committee, then the committee’s evaluation report will represent the view of the tenured faculty. If not, then the evaluation report must be revised to conform to the majority vote of the tenured faculty. That report must be approved by a majority of the committee.

9.8. The approved evaluation report must include the vote of the tenured faculty on the candidate.

9.9. The approved evaluation report is given to the Department Chair and becomes a part of the candidate’s promotion and/or tenure dossier.

For Non-Tenure Track and Visiting Faculty

10. The duties of the Promotion and Tenure Committee shall include the following:

10.1. Make recommendations to the Department Chair concerning promotion of Assistant Teaching Professors, contract renewal or non-renewal of term appointments, and/or terminal appointments,

10.2. Conduct the second-year or mid-point review as required by College and campus regulations for Assistant Teaching Professors who have a probationary period of four years,

10.3. Prepare a confidential written report of its recommendation(s) for the Chair’s disclosure to the faculty member concerned and, if appropriate, to the Tenured Faculty Committee.
10.4. Procedures for evaluating full-time non-tenure-track faculty for promotion are described in Standing Rule 3.

11. Annual Review of Non-Tenure-Track Faculty

11.1. The committee will examine the Annual Report of Accomplishments of non-tenure-track faculty only if requested by the Chair of the Department for a recommendation concerning a faculty member’s continued appointment.

12. The Second-Year (Mid-Point) Review of Non-Tenure Track Faculty

12.1. The dossier for the second-year review shall include the following:

a) the faculty member’s complete curriculum vitae (not to exceed 25 pages)

b) the faculty member’s teaching philosophy (no more than one page), list of courses taught (in reverse chronological order), a statement on the use of instructional technology, and noteworthy teaching accomplishments (including grants, awards, and honors)

c) a course evaluation table showing each course and following the instructions for same as given in the Provost’s Call Document

d) a summary of advising duties

e) a description of University and professional service to complement the list of such activities in the CV.

12.2. The second-year review shall be conducted in the early spring of the second year of appointment.

12.3. Two members of the committee will observe the teaching of the faculty member under review during the second year of appointment, but prior to the time when the Promotion and Tenure Committee meets to conduct the second-year review.

12.4. Each committee member will observe a substantial portion of a class, meet with the faculty member at a mutually convenient time following the observation to discuss the class, and provide him/her with a written evaluation. A copy will be given to the Department Chair for placement in the faculty member’s personal file. The faculty member may submit a response if he/she desires.

12.5. The committee will examine the faculty member’s second-year dossier and supporting materials as well as the annual evaluation reports of the Faculty Evaluation Committee, the teaching observations by mentors, and the teaching evaluation reports by committee members.
12.6. After appropriate deliberation, the committee chair will appoint a member of the committee to write an evaluation report that then must be approved by a majority of the committee. Upon approval, the report will be sent to the Department Chair for transmission to the faculty member and the non-tenure-track faculty, and for placement in the faculty member’s personnel file.

13. The Review for Promotion of Non-Tenure-Track Faculty

13.1. Non-tenure-track faculty members become eligible for promotion after four years of excellent teaching and service in rank.

13.2. The review promotion of the non-tenure-track faculty occurs in October.

13.3. Two members of the committee will observe the faculty member under review during the fourth year of appointment prior to a vote on promotion.

13.4. Each committee member will observe a substantial portion of a class, meet with the faculty member at a mutually convenient time following the observation to discuss the class, and provide him/her with a written evaluation. A copy will be given to the Department Chair for placement in the faculty member’s personal file. The faculty member may submit a response if he/she desires.

13.5. The committee will examine the candidate’s promotion dossier, annual evaluation reports of the Faculty Evaluation Committee, teaching observations by mentors, and teaching evaluation reports by committee members.

13.6. The committee chair will appoint a member of the committee to write an evaluation report that then must be approved by a majority of the committee. Upon approval, the evaluation report will be sent to the Chair of the Department for transmission to the faculty member and made available to all of tenured faculty and non-tenure-track faculty holding rank above that of the candidate.

13.7. The evaluation report as well as the promotion dossier and supporting materials will be made available to the faculty identified in 13.6 above at least one week in advance of the date of the vote by that group.

13.8. If the majority vote of the latter group agrees with the majority vote of the Promotion and Tenure Committee, then the committee’s evaluation report will represent the view of the tenured faculty and the non-tenure-track faculty identified in 13.6. If not, then the evaluation report must be revised to conform to the majority vote of the tenured faculty and said nontenure-track faculty. That report must be approved by a majority of the committee.

13.9. The approved evaluation report must include the vote of the tenured faculty and said nontenure-track faculty on the candidate.
13.10. The approved evaluation report is given to the Department Chair and becomes a part of the candidate’s promotion dossier.

Approved by the Art Department
Faculty on February 17, 2012
Standing Rule 8. Faculty Search Procedures

1. A faculty vacancy notice shall be prepared by the Chair of the Department in consultation with the Search Committee. After approval of the search has been received from the Dean and Provost, the vacancy notice will be distributed nationally by means of appropriate publication(s). In addition, each Art faculty member will be given a copy of the vacancy notice.

2. The Committee, in consultation with the Chair of the Department, shall determine its procedures for reviewing applicants and for the selection of finalists consistent with University hiring policies (HR-110 Interviewing). These procedures will include careful examination of all application materials, an evaluation of the artistic accomplishments of each applicant, and conversations with references about the candidate’s teaching effectiveness and collegiality with peers. Conversations and correspondence with others who have personal knowledge of the candidate and his/her work are recommended, but should be undertaken only after permission has been obtained from the candidate to contact others who did not send letters of recommendations on behalf of the candidate.

3. Personal interviews of applicants at professional meetings will be conducted when possible to narrow the list of potential candidates to those who will be invited to campus for interviews. The committee shall conduct video, personal, and/or telephone interviews with the top 8-10 candidates for the position. Video recordings of interviews will be conducted when appropriate. The results of these interviews will be made available to all faculty members.

4. After receiving input from all interested faculty, the Search Committee (through its Chair) shall recommend to the Chair of the Department the names of candidates to be brought to the campus and interviewed for the position. Depending on the availability of funding and other relevant factors, the Chair of the Department will determine the number of candidates to be interviewed. Typically, three applicants will be invited to campus for interviews and presentations. If one or more internal applicants are chosen for interviews, then the number of external applicants may be reduced.

5. The Chair of the Department will contact the candidates to be interviewed and invite them to campus. The chair of the Search Committee, in consultation with the Chair of the Department, will develop an interview/presentation schedule for each candidate, disseminate the interview schedules to all those involved in the interview process, post a copy of all interview schedules for students to see, make travel arrangements in consultation with each candidate, and make lodging reservations for all candidates.

6. The dossier of each candidate being interviewed on campus shall be made available to all Art faculty members. This information may be checked out from the Department Chair’s office to preserve privacy and confidentiality.
7. During the campus visit, each candidate will make a formal presentation about his/her media area and creative work. Formal presentations will be videotaped when possible. In addition, each candidate will be asked to participate in a studio critique in his/her media area to demonstrate teaching skills.

8. All voting faculty members will be given an opportunity to meet with each candidate in a less formal environment, i.e., dining. When possible, time will be allocated for each candidate to meet with undergraduate and graduate students.

9. All Art faculty members and students will be invited to attend presentations and critiques given by each candidate. Members of the Search Committee and all full-time faculty members are expected to make every reasonable effort to attend each candidate's lectures and presentations.

10. The Search Committee and the Chair of the Department, as well as a representative from the Dean's office, shall interview each candidate.

11. The Search Committee shall solicit evaluations of each candidate from Art faculty and students.

12. The Chair of the Department shall call a meeting of the tenured, tenure-track, and continuing appointment faculty to discuss the candidates and to conduct a confidential rank-order vote of the candidates (with 1 being the first choice) as well as to determine whether each candidate is an acceptable or unacceptable hire.

13. Based on this vote and discussion with the faculty, if necessary, the Chair of the Department shall make a final recommendation to the Dean of the College of Arts and Science.

14. After receiving approval from the Dean and the Provost to offer the position, the Chair of the Department will contact the candidate of choice by phone and extend a verbal offer of employment, including information about the salary for the first academic year and other employment-related conditions. If the candidate accepts the position verbally, the Chair will send him/her a letter of appointment as prescribed by the University. If the candidate declines the offer, or if negotiations with the candidate should reach an impasse, or if the candidate makes extraordinary requests, then the Chair of the Department will notify the faculty of this development and seek their advice about offering the position to the next most qualified candidate or continue negotiations with the first candidate.

Approved by the Art Faculty
December 5, 2009
Standing Rule 9. Five-Year Post-Tenure Review

1. Every five years, all tenured faculty members must undergo a post-tenure review.

2. The review will be done five years after the tenure decision or the last formal review of the faculty member for promotion to associate professor or full professor, and every five years thereafter. Faculty hired with tenure will be reviewed five years after they are hired.

3. At five-year intervals, a tenured faculty member will resubmit the annual reports and evaluations for the past five years, with a concise summary statement of Research/Creative Achievement, Teaching, and Service for the five-year period, and a current curriculum vita to the Department Chair.

4. Based on the five-year report, the Chair will evaluate the faculty member’s performance as Satisfactory or Unsatisfactory.

5. The Chair will certify the post-tenure review to be Satisfactory if the average of the overall ratings for the five-year period is 4.0 or higher. If the average of the overall scores for the five-year period is less than 4.0, then the faculty member’s work will be judged as Unsatisfactory.

6. If the review is Unsatisfactory, then the Promotion and Tenure Committee will conduct an independent assessment of the performance of the faculty member. The five-year evaluation process will be complete if the Promotion and Tenure Committee judge the performance of the faculty member to be Satisfactory.

7. If the Chair and the Promotion and Tenure Committee agree that the faculty member’s performance is Unsatisfactory, then the report will be forwarded to the Dean of the College of Arts and Science for further review as mandated by the Collected Rules and Regulations, section 310.015.

8. At each level of review, the faculty member will be provided with a copy of any written report that is part of the proceedings and will have the right to appeal any evaluation, decision, or recommendation to the next level of the process.

Approved by the Department of Art
Faculty on March 16, 2012