ARTICLE I
VOTING MEMBERSHIP

All full-time members of the department faculty, including those on leave, shall have the right to vote on all matters before the department. Voting membership shall consist of all members of the Regular Faculty Ranks of Clemson University (as defined in the Faculty Manual, Part III, section D) who hold at least a fifty-one percent (51%) appointment in the Department of Art. Individuals in the Special Faculty Ranks (as defined in the Faculty Manual, Part III, section E) who hold at least a seventy-five percent (75%) appointment entirely in the Department of Art also have voting privileges.

At the beginning of each academic year, the chair of the department shall prepare and distribute to all members of the faculty a list of those eligible to vote. All faculty of the department, part-time as well as full-time may attend meetings of the department and speak on any issue.

ARTICLE II
MEETINGS

The department chair shall conduct a formal meeting of the department faculty at least once in fall and spring semesters. The chair shall call meetings for the purposes of conducting ordinary and recurring business of the department and for special announcements and purposes not otherwise indicated by the by-laws. The chair shall also call meetings at the request of any three members of the voting faculty.

The chair shall prepare an agenda and distribute it to all department faculty at least three working days before a meeting.

Minutes of faculty meetings shall be distributed to all full-time, part-time, and emeritus faculty, and to the dean of the college or to the equivalent administrator.
ARTICLE III
QUORUM

A quorum of the department faculty shall consist of two thirds of the full-time faculty, excluding emeriti faculty and those on leave of absence. The presence of a quorum shall be established at the beginning of each meeting. At any time during the meeting, any member of the faculty may suggest the absence of a quorum; and the issue shall be resolved by a count of the voting members then present. No business may be conducted if a quorum is not present.

ARTICLE IV
VOTING PROCEDURES

All matters brought before the faculty that require a vote shall be resolved by a simple majority of the eligible voters present, except as prescribed in the Articles on Amendments of these by-laws. Votes shall be taken by voice, unless a division or secret ballot is requested.

If a faculty member must be away from a department meeting, that member shall be allowed to vote by absentee ballot on any issue published in the agenda. Absentee ballots must be delivered to the department chair prior to the meeting in question. Written proxy shall permit that member’s vote.

ARTICLE V
OFFICER

The chair of the department or another faculty member appointed by the chair shall preside over meetings of the faculty. In governing and guiding the department, the chair shall be responsible for adherence to the duties outlined in the Faculty Manual.

ARTICLE VI
POWERS

The faculty of this department recognizes and accepts its responsibility to share in maintaining the educational and professional work of the department, especially in personnel and curricular matters and in all other areas not specifically reserved to administrative officers of the university. Accordingly, the faculty in conjunction with the department chair shall establish both standing and ad hoc committees, receive reports from these committees, and review their work at meetings of the department faculty. In addition, the faculty of the department shall elect representatives to such college committees, as the by-laws of the college require.
ARTICLE VII
COMMITTEES

This article prescribes the general procedures pertaining to the operation of the standing departmental committees. In the case of circumstances not covered by this or any succeeding article, the Faculty Advisory Committee shall be called upon to recommend to the faculty a resolution to any problems that arise.

Standing committee elections will be held during the spring semester of each academic year. Elected committee members will assume their responsibilities on the first day of July immediately following each election.

Advisory Committee

The Advisory Committee shall consist of the department chair as chairperson and a minimum of three representatives, elected for a one-year term from and by the faculty (comprising 1 member from Art History, 1 member from Studio Art and 1 art department faculty member at large) within the department elected by the faculty at a meeting in the spring semester. The committee shall advise the department chair on all significant issues except as otherwise specified in these by-laws.

The Advisory Committee shall advise the chair as to which area(s) and field(s) the department should propose for new appointments and notify the faculty of these recommendations. When the department chair requests or obtains authorization to hire new members, the chair shall inform the faculty.

The Committee shall meet with the chair and report its activities to the faculty. Faculty may also submit issues for consideration and request meetings with the Advisory Committee.

Tenure, Promotion, and Reappointment (TPR) Committee

The committee will operate according to the procedures outlined in the Clemson University Faculty Manual and with attention to what is outlined in “Best Practices for a Performance Review System for Faculty (appendix D), as well as the Art Department’s TENURE, PROMOTION, AND REAPPOINTMENT GUIDELINES on pages 9-21 of this document. All Tenure, Promotion and Reappointment (TPR) Committee evaluations are made independently and confidentially from the department chair’s evaluations. The Committee shall upload its recommendations on all personnel matters involving reappointment into the appropriate electronic database. Only after the department chair and the TPR Committee have both conducted and uploaded their independent evaluations shall the respective sets of
recommendations be made reciprocally available. The Committee shall also make recommendations to the department chair on all appointments with immediate tenure, or with probationary periods of two years or less and on immediate appointments to a rank higher than assistant professor. The Committee may also be involved in additional personnel matters where appropriate.

The Committee shall consist of three to five art department faculty members elected at large yearly for staggered three-year terms.

The Committee shall elect its own chair and shall follow the guidelines established by the department.

In matters concerning promotion, only Committee members at or above the rank under consideration shall be eligible to evaluate the candidate. In matters concerning promotion from associate professor to full professor, all full professors of the Committee shall act as a special standing committee to evaluate and vote on each candidate. In the event that the membership of this special standing committee is less than three, the Tenure, Promotion and Reappointment Committee shall elect full professors from the College of Architecture, Arts and Humanities to satisfy the minimum membership of three. The recommendations of this special committee shall be the recommendations of the Tenure, Promotion and Reappointment Committee on the matter of promotion to full professor only. The chair of this special committee shall submit these recommendations to the dean. The department chair shall also separately and independently make a recommendation to the dean.

Post-Tenure Review Committee

The department chair and the Post-Tenure Review Committee will operate according to the procedures outlined in the Clemson University faculty manual and will follow the guidelines established by the department.

Post-Tenure Review Committee Membership

The department chair in consultation with the Faculty Advisory Committee will annually appoint a three-person Post-Tenure Review Committee in the spring of the academic year, with responsibilities beginning on July 1 for a one-year term. One of the members serving on this committee can be from outside the department (see C.2.b. below). Faculty members on the PTR Committee may be reappointed to serve sequential terms. The members of the PTR Committee will elect its own chairperson. The PTR Committee will conduct is evaluation, prepare a written report, and forward the report and its recommendation both to the faculty member undergoing post tenure review and to the dean of the college.
Post-Tenure Review Guidelines

All tenured faculty members will undergo post-tenure review on a five-year rotating basis, or following the schedule determined by the Faculty Manual. The department chair will establish a listing of tenured faculty ranked in order of length of service since tenure. The rotation of faculty will be determined by length of tenure at Clemson University, with the senior-most tenured member being the first under consideration.

If a faculty member is on leave during the academic year in which the PTR is scheduled, the PTR will be postponed until the member has returned to full-time service at the institution. Year(s) in which a faculty member was granted a sabbatical leave, unpaid leave, or extended sick leave, shall not be counted toward seniority in the rank ordering of faculty for post-tenure review.

To ensure adequate external representation in the review process, the faculty member undergoing post-tenure review Part II must submit the names and contact information of 6 external reviewers to the PTR Committee.

Include an external faculty member or a professional equivalent from outside of the department to be identified by the in-house members of the PTR Committee from a list of 3 to 6 names provided by the faculty member undergoing post-tenure review Part II. The external member will have full voting rights on the PTR Committee.

Curriculum Committee

The Curriculum Committee comprises: one member elected at large from among the faculty, plus one member elected from and by each of the disciplines, studio art and art and architectural history, within the department. The chairperson of the Committee, elected by the Committee shall receive, propose, review and recommend to the College Curriculum changes in the department’s curricula and course offerings. The department faculty prior to submitting proposals to the College Curriculum Committee will approve all curricular proposals. Members will be elected to staggered two-year terms.

Sabbatical Review Committee

The department shall have a Sabbatical Review Committee consisting of three faculty members elected at large from the tenured faculty at or above the rank of associate professor, and the chair of the department, who shall serve as chair of the committee. Members shall be elected for a two-year term and may be reelected. Any member of the Sabbatical Review Committee who applies for a sabbatical must be recused from the committee.

The Sabbatical Review Committee shall review sabbatical proposals by members of the faculty and make a written recommendation to the dean of the college in accordance with university policy.

Other Committees

The faculty, in conjunction with the department chair may establish other standing and ad hoc committees. The chair also has discretionary authority to establish committees.

Announcements of Meetings and Agenda of Committees

All department committee chairs will make reasonable efforts to announce meetings and distribute an agenda to committee members five days in advance of any meeting. Any member of the faculty shall have the right to attend any meeting of any committee, meetings of Tenure, Promotion and Reappointment Committee excepted.

ARTICLE VIII
APPPOINTMENTS

All searches shall be conducted in accordance with “Procedures for Faculty Appointment” and “Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty and Administrators” outlined in the Clemson University Faculty Manual.

A search shall be conducted for all appointments; for temporary or unexpected replacements, the department chair shall exercise direct authority, but shall nonetheless consult with faculty concerning each appointment.

The department chair in consultation with the faculty shall appoint and charge appropriate ad hoc search and screening committees for all appointments to the department faculty. The department chair shall appoint the chair of each search and screening committee. The chair of the appropriate search and screening committee
shall collect and file all applications and honor faculty requests to review public information contained in the files.

After the deadline for application, the committee shall present to the department chair a list of names. If no appointment can be made from this list, the department chair shall seek additional nominations from the committee. In the recommendations to the dean, the department chair shall indicate the degree of support of the faculty for each recommended candidate.

ARTICLE IX
AMENDMENTS

Amendments and appendices to these Bylaws shall be approved by two-thirds of the voting members (excluding faculty on leave or sabbatical) attending the meeting regarding the amendment of the departmental Bylaws. Any amendments or additions to these Bylaws shall be consistent with standing university policy. Any proposed amendments shall be advertised and circulated in writing to all faculty of the department for a period of at least two weeks prior to their consideration before the faculty.
ART DEPARTMENT
Clemson University

TENURE, PROMOTION, AND REAPPOINTMENT GUIDELINES

Introduction

Promotion, reappointment, and tenure are regarded by the Art Department as major steps in a faculty member’s professional career. The following material suggests levels of performance and provide guidelines for determining typical professional activities and their documentation. It is designed to conform to the procedural standards set forth by the University in the Faculty Manual and to define them as they apply to departmental faculty in particular.

Further, the criteria and guidelines developed by the faculty are grounded in national expectations for visual arts professionals in higher education. Specifically, department guidelines take into consideration recommendations suggested in The Work of Arts Faculties in Higher Education which was published by the National Office for Arts Accreditation in Higher Education with contributions from: the Landscape Architecture Accreditation Board (LAAB), the National Architectural Accrediting Board (NAAB), the National Association of Schools of Art and Design (NASAD), the National Association of Schools of Dance (NASD), the National Association of Schools of Music (NASM), and the National Association of Schools of Theater (NAST).

This TPR document also draws upon accepted standards, definitions, and best practices models in the visual arts, chiefly the College Art Association (CAA) and the National Association of Schools of Art and Design (NASAD), the arts and design accrediting body for Clemson University.

I. Terminal Degrees

The Art Department at Clemson University seeks to uphold the highest standards for the professional preparation for studio art and art history faculties in the academy, and therefore affirms the CAA’s publication, “Guidelines for Retention and Tenure of Art and Design Faculty,” adopted by the CAA Board of Directors on April 24, 1993 and revised on October 27, 2002; October 24, 2004; October 23, 2011; and May 1, 2016:

CAA affirms that the Master of Fine Arts (MFA) is the terminal degree in studio art practice. The Master of Fine Arts (MFA), the Master of Design (MDes), the Master of Art and Design (MAD), the Master of Graphic Design (MGraph), and the Master of Architecture (MArch) are among the terminal degrees in design practice. These are the terminal degrees for practitioners and educators in studio art and design and share a requirement of a minimum of two academic years of full-time graduate study, with a minimum of sixty semester hours or ninety quarter hours.
In theoretical, historical, and/or pedagogical subjects, the Doctor of Philosophy (PhD), the Doctor of Education (EdD), and comparable doctorates are the appropriate terminal degrees. CAA also recognizes the existence of the Doctor of Philosophy (PhD), Doctor of Fine Arts (DFA), Doctor of Visual Arts (DVA), Doctor of Studio Art (DA), and other doctoral degrees that incorporate art and/or design practice.

A terminal degree and/or equivalent professional achievement—and in the case of interior design and interior architecture, professional licensing—is regarded as the appropriate qualification for appointment to professional rank, promotion, or tenure. Degrees in education and related fields shall not be required except for faculty appointed specifically to teach courses in education. Similarly, education degrees should not be regarded as constituting appropriate preparation for teaching studio art or design. Degree requirements for tenure and promotion should be made clear—in writing—in the letter of appointment; expectations should not change during an individual’s probationary period.¹

II. Tenure, Promotion, and Reappointment

A. Tenure
The Clemson University policy for tenure is stated in the Faculty Manual. Departmental criteria and procedures listed below supplement and complement those in the Faculty Manual.

1. The applicant must have an earned terminal degree: an M.F.A. for studio areas, and a Ph.D. for art and architectural history.
2. Six years of service, or equivalent experience.
3. A record of effective teaching, research, and service.
4. Evidence of strong potential for growth in the profession.

B. Reappointment

Annual peer reviews for tenure track reappointment will be based on performance criteria included on pages 18-20, section IV of these guidelines.

Third Year Review

During the second semester of a tenure-track faculty member's second academic year of service, the department chair must inform the faculty member that in the following year he/she must submit tenure progress files to both the department chair and the department’s tenure, promotion and reappointment (TPR) committee. The faculty member must also be explicitly informed that the review process does not positively or negatively affect the institution's ultimate decision in connection with the faculty member's future application for tenure. The faculty member must document their progress in all three areas of teaching, research, and service, and supportive evidence of potential for academic and professional growth.
A more formal third-year progress review of a tenure-track faculty member ensures that the faculty member, the academic unit, and the college or school are aware of the progress of the faculty member relative to the unit's criteria for awarding tenure. This review allows the faculty member to take corrective action before the tenure decision year, and ensures that he/she gains familiarity with the process of application for tenure. It also allows the department chair, the TPR committee and the dean more fully understand whether the faculty member is making satisfactory progress towards tenure.

The items to be submitted to the department chair and the TPR committee, and ultimately to the dean, should include:

1. Letter Requesting Action
2. Teaching Statement
3. Research Statement
4. Service Statement
5. Up-to-date Curriculum Vitae (CV)

In addition to being submitted directly to the department chair and the TPR committee in printed form, the above items should also be uploaded into the eTPR database. The dean will review these items via the eTPR system.

C. Promotions

**Assistant Professor**: Promotion to assistant professor requires an earned M.F.A. for studio areas, and a Ph.D. or a Ph.D. candidate (ABD, or All But Dissertation) for art and/or architectural history. When applying for promotion to this rank, the applicant must show effectiveness in all three areas of teaching, research, and service, and strong evidence of potential for academic and professional growth.

**Associate Professor**: Promotion to associate professor requires a minimum of six years’ experience demonstrating effectiveness in teaching, research, and service and indications of excellence in either teaching, research, or service, and strong evidence of potential for academic and professional growth. Ph.D. candidates (ABD, or All But Dissertation) in art and/or architectural history must have completed all degree requirements and have the terminal degree in hand as detailed in the candidate’s letter of offer, prior to making the application for promotion and tenure.

**Professor**: Promotion to the rank of professor requires a minimum of nine years’ experience and a sustained record or professional achievements. This would include a strong contribution to the profession outside of the university. Indications of excellence in teaching and one other category are required as well as effectiveness in the remaining categories of criteria.

In all instances of tenure and promotion that require minimum years of experience it is possible to receive credit for comparable experience at other institutions.
Except for faculty with tenured status and senior lecturers not in their penultimate year of their appointments, individuals holding teaching, research, or public service appointments shall be informed each year in writing of their appointments and of all matters relative to their eligibility for the acquisition of tenure or promotion to senior lecturer. Any special standards adopted by the faculty member’s department, school, or college shall also be brought immediately to the individual’s attention.

**Special Faculty Ranks**

**Lecturer**, as of 15 May 2011, is assigned to persons who have teaching as their primary job assignment in cases where the assignment of regular faculty ranks is not appropriate. Individuals having initial lecturer appointments beginning after 15 May 2011 shall have no administrative duties inconsistent with those of regular faculty.

Appointment to the rank of lecturer shall be for one-year terms and may be renewed for a maximum of nine full academic years. For the purposes of academic appointment and reappointment, a one-year term begins August 15 and ends May 16 although lecturers may be extended benefits over the summer.

The intention of periodic reappointment review of lecturers is to provide feedback to the individual regarding progress towards promotion to senior lecturer. Lecturers shall be evaluated annually by their department chair/school director and their unit Tenure, Promotion, and Reappointment committee following procedures and standards that shall be specified in the unit’s Tenure, Promotion, and (Re) appointment document. Following a lecturer’s fourth year of service, the department chair and the unit Tenure, Promotion, and Reappointment committee shall conduct a comprehensive review of the lecturer either in response to a request for promotion to senior lecturer or to advise the lecturer of the lecturer’s progress towards promotion to senior lecturer. Equivalent experience at Clemson may be counted towards this four-year service requirement. If a lecturer a) fails to request promotion to senior lecturer by the Fall semester Tenure, Promotion, and Reappointment request deadline for regular faculty during the lecturer’s eighth year of service, or b) requests promotion and is not promoted to senior lecturer during the lecturer’s eighth year of service, then the lecturer shall not be reappointed following a final ninth year of service.

**Senior Lecturer**: Promotion to the rank of senior lecturer requires a minimum of four full academic years of service, by a lecturer who applies for promotion to senior lecturer; equivalent experience at Clemson may be counted towards the four-year service requirement. Senior lecturers shall have no administrative duties inconsistent with those of regular faculty.
The senior lecturer appointment is intended to recognize the efforts, contributions, and performance of lecturers who combine effective instruction with additional significant contributions to the mission of the University. Accordingly, length of service as lecturer is, itself, not a sufficient criterion for promotion to senior lecturer. Instead, the process and criteria for promotion from lecturer to senior lecturer are determined by departments/schools and shall be described in their Tenure, Promotion, and (Re)appointment document, following guidelines in Part IV.

Senior lecturers shall be offered three-year contracts with the requirement of one year’s notice of non-reappointment before July 15 of the penultimate year.

A lecturer is eligible for recommendation for promotion to senior lecturer by providing demonstrable evidence of extraordinary teaching and extraordinary service to the appointing unit, beyond that which is expected of a lecturer. Evidence of extraordinary teaching may include: a university teaching award, consistent teaching evaluations in the top of the unit, regular service on undergraduate honors theses committees, BFA senior review committees, exceptionally high peer teaching reviews, success in writing and/or administering grants that improve teaching in a unit, administrative oversight and training of teaching assistants and/or other fixed-term faculty in a unit, etc.

Evidence of extraordinary service may include: a university service award, service as departmental undergraduate advising coordinator, service on the Faculty Senate and/or its sub-committees, service on university committees, chairing unit committees or task forces, membership on the advisory board of a professional organization, invitations for speaking engagements at other institutions of higher learning, and other forms of extraordinary service.

III. Tenure, Promotion, and Reappointment Procedures

As required by the Faculty Manual, department TPR committees and department chairs shall conduct independent reviews of faculty members requesting reappointment, tenure and/or promotion. Initial recommendations on personnel decisions are made independently by the Tenure, Promotion and Reappointment (TPR) committee and the department chair.

The departmental TPR committee reviews each case in accordance with departmental procedures and policies herein, and renders a written recommendation. As stated in the Clemson University Faculty Manual, “The department chair does not participate in the deliberations of the committee, but may, upon request of the committee, serve as a resource for the committee. In addition, the committee may, upon request of the chair, serve as a resource for the chair. The chair and the committee issue separate recommendations, free from coercion and interference from any parties. The department chair and the committee shall provide each other with a copy of their recommendations once both have been completed.”
The TPR Committee considers the quality and scope of a faculty member’s professional activities and the quality and reputation of exhibitions, galleries, competitions, journals and publications. The Committee seeks outside professional opinions to insure that informed evaluations are made. Exhibited or published work ranks more highly than work that has not been exhibited or is in progress. Work that has been selected by acknowledged experts or work that has been exhibited or published at a national or international level will be considered to have greater significance. When the nature of a faculty member’s research or creative activity does not permit traditional assessment, the faculty member being considered will provide a context and criteria to facilitate the evaluation.

In all instances, the committee’s and department chair’s recommendations will be based on the total contribution that the faculty member is making to the Art Department, the College of Architecture Arts and Humanities, and Clemson University. The committee is expected to maintain the highest degree of professionalism and maintain strict confidentiality in its deliberations and determinations. The committee is charged with the responsibility of a fair and impartial review of materials submitted.

The faculty member applying for tenure, promotion or reappointment will submit these supporting materials:

1. The personnel action form;
2. Current Curriculum Vitae (CV); Curriculum Vitae, including full bibliographic citations for publications and pertinent, information regarding exhibitions, presentations, performance, etc.
3. List of names to support evidence of performance;
4. Narrative statement describing the faculty member’s work in each of the following areas:
   a. teaching,
   b. research, and
   c. service.
5. Additional material which documents teaching, research, and service activities.

Special faculty member applying for promotion or reappointment will submit these supporting materials:

1. Current Curriculum Vitae (CV); Curriculum Vitae, including full bibliographic citations for publications and pertinent, information regarding exhibitions, presentations, performance, etc.
2. Narrative statement describing the faculty member’s work in each of the following areas:
   a. teaching,
b. service.

Additional material which documents teaching, and service activities.

A Peer Evaluation Sub-Committee, composed of no fewer than three and no more than five tenured faculty members is formed from the department’s Alumni Professors, Professors and Associate Professors. During the fall of each academic year, a faculty meeting shall be convened to elect a replacement or new member(s) to the Peer Evaluation Committee. A member shall serve on the committee no more than three consecutive years, with the option of additional terms of service if approved by the majority of the department’s faculty members. The Peer Evaluation Sub-Committee serves as advocate for the candidate, reviews the submitted material and determines if the candidate meets the criteria for promotion, tenure and/or reappointment. The Peer Evaluation Sub-Committee reports the findings directly to the Dean of the College, independent of the department chair. Again, as stated above, the chair and the Peer Evaluation Sub-Committee issue separate recommendations, free from coercion and interference from any parties. The department chair and the sub-committee shall provide each other with a copy of their recommendations once both have been completed.

IV. Performance Criteria

The performance criteria set forth in this section of the guidelines are intended to outline the Art Department’s policy with respect to appointment, renewal, promotion, and tenure recommendations. In addition, the guidelines provide the information which may be useful for faculty career planning and development. The primary goal of these guidelines is to promote faculty performance and development and enable the department to further its educational goals and prominence on a regional and national level.

At the beginning of each academic year, each faculty member, in collaboration with the Head of the Art Department, will be responsible for setting individual goals and agreeing upon the distribution of efforts among teaching, research, and service.

The following guidelines provide a format within which the applicant may organize his/her narrative in order to illustrate work conducted in the areas of teaching, research and service. The narrative should describe the scope of relevant endeavors and attainment and clarify any emphases regarding goals and activities which have predominant influence upon the applicant’s performance. The areas outlined under teaching, research and service are general and may be subdivided by the applicant for the purposes of his/her narrative.

A. Teaching

Teaching is fundamental to the professional role. The applicant’s teaching performance may be described in the following areas:
1. Appointed and voluntary curricular teaching at the undergraduate, graduate and continuing education levels within the college and university at large.
2. Appointed and voluntary advising at the undergraduate and graduate levels within the college and university at large.
3. Extracurricular lectures, workshops, teaching residencies, studio teaching, seminars, etc. conducted inside and outside the college.
4. Pedagogical innovations and publications, including writings, video and/or audio recordings, art work, etc., produced and valued principally for their relevance to teaching practice inside and outside the college.
5. Development of institutional facilities and resources inside and outside the college.
6. Interdisciplinary teaching within the department, the college, and the university.

B. Scholarly and Creative Research

Research is integral to art/architectural history and to the studio areas. Each faculty member is expected to contribute new knowledge to his/her field of specialty and to the professional community. Performance in research may be documented in the following areas:

1. Studio work (a portfolio of creative work), written research, and other independent research investigations and production conducted without outside funding or contractual support.
2. Applicants for grants, awards, or fellowships for research, and work conducted as recipient of the same.
3. Participation in invitational, juried and non-juried group, two-person, and solo exhibitions.
4. Work generated for refereed and non-refereed publication.
5. Consultation in areas of expertise for the purpose of contributing to the advancement of research.
6. Contractual and commissioned work that advances the field of research.
7. Submissions for inclusions in regional, national and international conferences.
8. Other self-development activities in his/her field of research.
9. Interdisciplinary research within the department, the college, and the university.

C. Service to the University, the Profession, the Public

Faculty members are expected to perform services to the college, the university, the profession, and to the public. Service activities should be discussed in view of their interest and outcome.

1. Service within the department, college and university at large including but not limited to special projects, committees, commissions, task forces, etc.
2. Service to the profession through contributions and official responsibilities to professional conferences, organizations, commissions, etc.
3. Service to the community at large on a local, regional, national, and international level through public projects, commissions, committees, exhibitions, etc.
4. Interdisciplinary service within the department, the college, and the university.

The professional contributions and achievements in the areas outlined above shall be reviewed by the Peer Committee. Additional materials may be requested by the committee in order to supplement the initial document submitted by the applicant. Supplemental materials requested of sources other than the applicant should be done so with the approval of the applicant. Based upon all of the facts, evaluations, and recommendations gathered, the committee shall make an independent recommendation which elaborates upon the perceived effectiveness and excellence of the applicant’s work as a faculty member in the areas of teaching, research and service. Some criteria for qualifying effectiveness and excellence in teaching, research, and service are listed in the Appendix.

D. EXTERNAL REVIEWS

Outside reviews will be solicited by the Department Chair. At least six external reviews must be obtained for each candidate. The faculty member is entitled to know how, and by whom, the panel of potential reviewers is to be identified and selected. Every reasonable effort must be made to assure that the external reviewers represent an appropriate subset of peers. A candidate shall have the opportunity to propose names of six possible external reviewers, but the final identification of the reviewers remains the responsibility of the Department Chair and the TPR Committee.

The candidate’s list of reviewers will be supplemented by the Department Chair and members of the Promotion and Tenure committee so that approximately half of the potential reviewers are nominated by the candidate and approximately half are nominated by others. Criteria for determining appropriateness of reviewers may include, for example, the presence of personal or professional conflict in the relationship between the candidate and a potential reviewer, or if the reviewer does not have the necessary expertise in the candidate’s field. The identity of external reviews and content of their review—unless quoted anonymously by the TPR Committee and/or the Chair—will remain anonymous.

The candidate shall commence the process of selecting external reviewers by submitting a list of possible reviewers to the Department Chair prior to submission of the documentation file. The list of possible reviewers should be comprised of peers who reflect the candidate’s appointed responsibilities and discipline. Potential reviewers must hold a rank at or above that to which the candidate aspires, and should hold appointments at institutions that are comparable to the University and appropriate for the faculty member’s appointment. Potential reviewers must not include people with whom there may be a conflict of interest, such as faculty advisors or advisees, or persons with whom the faculty member has worked closely. Potential reviewers may be individuals with
whom the candidate has had no relationship, or with whom the candidate is an acquaintance or has served in a professional relationship with the candidate (for example, on a committee of a national or regional organization). It is highly recommended that candidates begin to think about potential appropriate reviewers prior to the year of their promotion and/or tenure review.

A total of seven identical copies of the external review dossier on flash drives should be developed by the candidate and submitted to the department chair, plus one complete set in hard copy. These materials will be sent to the external reviewers. The department will retain one copy of the dossier. The candidate is not to contact the reviewers directly.
APPENDIX

Performance Indicators

The department expects that its members will remain actively engaged in high-quality creative work or scholarly research and publication; the level of such activity will be considered in all promotion and tenure decisions, and is especially pertinent to promotion. Scholarship and creative activity will be evaluated in terms of continuing activity as well as the contribution of already completed scholarly activity, including exhibitions, research, and publications since appointment or last promotion. Evaluation will include judgments about the quality of all professional contributions. The relative weight of professional contributions will be assessed in each individual case through a process of discussion and deliberation among TPR committee members, who will consider these assessments in forming their individual judgments.

This section includes examples of indicators of quality performance. Measures of excellence in research remain important and vary from discipline to discipline. Candidates shall be evaluated in light of assigned work load, and support provided by the institution. Research activities may be either individual or collaborative.

The following Performance Indicators are not intended to prescribe specific numeric standards since appropriate judgement is called for in each case.

TEACHING

Some indicators of excellence in teaching might include, but are not limited to:

- Above average teaching evaluations
- Selection for professional, university or college teaching awards and grants
- Development of innovative pedagogical methods and materials
  - As demonstrated by the submission of syllabi and other course materials (portfolios of student work, assignment handouts, digital lectures, reading lists, etc.)
- Publication of textbooks or other instructional materials
- Significant contribution to curriculum development
- Chair and/or other member of thesis or special project committees
- Development of instructional facilities
- Extracurricular teaching, guest lectures, and workshops
- Directing innovative, group and/or independent student projects
- Development of new courses or major revision of existing courses
- Initiation of collaborative courses across departmental lines
- Organizing field trips to regional and local galleries and museums, and initiation of extracurricular activities of an academic nature.
• Peer evaluations of teaching
• Chair’s evaluation of teaching
• Supervision of graduate student work at other institution
• Letters from students concerning teaching

RESEARCH

The list is not intended to be exhaustive of all potentially valuable contributions. Further, the relative importance of a contribution may vary in individual cases based on the quality or significance of a particular contribution. In addition, the Candidate is strongly encouraged to indicate the importance of his/her work in the discipline; this can include the nature of the peer review process, profiles of exhibition venues, acceptance rates, etc.

Some indicators of excellence in scholarly and creative research might include, but are not limited to:

• Art works placed in nationally recognized collections
• Exhibition in art museums, galleries, and university galleries, in two-person, solo and invitational shows
• Grants, awards, or fellowships for research
• Commissioned works of art for specific sites
• Publication in refereed journals (print and on-line)
• Publication of scholarly books (print and on-line)
• Publication within the scholarship of teaching and learning
• Editorship and editorial board of a major journal
• Presentation of refereed scholarly papers at regional, national, or international meetings
• Grant reviewer for a regional, national, or international organization
• Publication of a chapter in a scholarly book
• Reviews, essays, and other writing published in print or online
• Reviewer of book or prospectus for a publishing company or grant proposal
• Presentation of non-refereed scholarly papers at professional meetings
• Completed research, not yet published or exhibited
• Collaborative research across departmental lines

SERVICE

The department recognizes that some forms of Service (Community Engagement work, for example, Creative Inquiry, and Service Learning, for example) blur the traditional distinctions between Teaching, Research, and Service. Candidates are advised to make certain that their portfolios are not needlessly repetitive, and to provide in their portfolios clarifications of the connections between Service and other areas of evaluation.

Some indicators of excellence in service to the university, the profession, and to the public might include, but are not limited to:
- Officer in a regional, national, or international professional organization
- Program chair for a national or international conference
- Service on a governmental commission, task force, or board
- Chair of University, College, or departmental commissions, task force or committees
- Juror for a regional, national, or international exhibition
- Community projects related to the profession
- Advisor to student organizations
- Participate in and/or coordinate special projects at departmental, college, or university level
- Administrative functions within the department
- Collaborative service projects across departmental lines

---