

MISSOURI STATE UNIVERSITY

PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT),
TENURE, PROMOTION GUIDELINES

DEPARTMENT: Art and Design
COLLEGE: Reynolds College of Arts, Social Sciences and Humanities
SEMESTER/YEAR OF CURRENT REVIEW: Spring 2023
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Spring 2026

DEPARTMENT ADOPTION SIGNATURES:

Walter Kurbant - Slives May 23, 2023
Department ad hoc Governance Documents Committee Chair Date
Vonda Calley May 22, 2023
Department Head Date

APPROVAL SIGNATURES:

Shawn Wahl 12/1/23
Dean Date
Ken Brown 12/01/2023
Provost Date

THIS PLAN IS IN EFFECT FROM AUGUST 2023 THROUGH MAY 2026.

DEPARTMENT OF ART AND DESIGN GOVERNANCE DOCUMENT

DEPARTMENTAL MISSION

The Department of Art and Design is the largest and one of the most varied publicly funded departments of art and design in Missouri. MSU A+D is dedicated to providing a quality curricular and extra-curricular experience to prepare individuals for careers in art, design, art education, art history, and museum studies as well as to develop culturally aware, independently minded and imaginative leaders by educating the next generation of creative thinkers.

The Department is additionally dedicated to enhancing student and community understanding of and engagement with the visual dimensions of culture, serving the university and broader community through the Robert and Margaret Carolla Arts Exhibition Center, the Brick City Gallery, Cabot Gallery, and other public venues and collaborative service activities. Our graduates often find meaningful careers as graphic designers, educators, professional studio artists, studio and freelance photographers, computer animators, digital artists, museum or gallery personnel, and consultants.

GENERAL GOVERNANCE STRUCTURE AND ADMINISTRATION

The Department of Art and Design is administered by the Department Head. The Head delegates specific responsibilities (such as curricular review, recruitment, and exhibitions) to the Assistant Department Head, Coordinators, various committees, and staff members. The Head allocates individual budgets for the program areas within the department and appoints area budget administrators. For all other areas of departmental governance, committees with diverse representation make recommendations to the Department Head or decisions are made by the Department Head with appropriate input from faculty.

Department Head Appointment and Responsibilities:

The Department Head is appointed by the Dean of the Reynolds College of Arts, Social Sciences, and Humanities for a five-year term, with performance reviewed annually by the Dean with input from departmental faculty. The Head may be reappointed, generally to a second five-year term, after favorable review in the fourth year.

The Head serves as a leader and manager of the Department of Art and Design. The Head works with faculty and staff to articulate and implement departmental goals and strategies, and represents the best interests of the group within the campus community. The Head must also serve as a liaison between the department and the College Dean, representing the needs and expectations of both to the other. Specific duties and responsibilities of the Head as determined by the Academic Council include:

- Administration of the academic program of the department.
- Planning and development of the curriculum.
- Program review.
- The recruitment of faculty
- Evaluation/recommendation of faculty for retention, promotion, tenure, salary, leaves, and awards.
- The preparation of course schedules and faculty assignments.
- Encouragement of the professional growth and development of faculty.
- Fostering good communication among departmental personnel.
- Recruitment and retention of students.
- Consulting with students and faculty.
- Student advisement.
- Planning and administration of departmental budgets.
- Active participation in departmental meetings.
- Ensuring compliance with the University's Affirmative Action Recruitment Guidelines
- General outreach activities.
- Grant writing, fund raising, and donor relations.
- Program assessment, including employer satisfaction with graduates.

- 1 • Maintaining ties with alumni.
- 2 • Supervision of departmental facilities.
- 3 • Supervision of support personnel.
- 4 • Working with the Dean to advance the concerns of the Department, College, and University.
- 5 • Ensuring appropriately high achievement levels for students, faculty, and staff.
- 6 • Upholding standards of professional integrity and ethics.
- 7 • Disciplining faculty who have not fulfilled University Faculty Handbook duties and expectations.
- 8 • Overseeing and implementing the departmental mentoring plan.
- 9 • Evaluating the allocation of space for departmental personnel and equipment.
- 10 • Maintaining the department's equipment inventory.
- 11 • Performing other duties as observed by the Head to be needed and/or assigned by the Dean. The
- 12 Department Head may delegate many of these duties, but it should be understood that the
- 13 Department Head is ultimately accountable for all required departmental functions.

14 **Assistant Department Head Appointment and Responsibilities**

15 The Assistant Department Head is appointed by the Department Head in consultation with the Dean. The
 16 initial appointment will be for one year, with the possibility for renewal. The Assistant Department Head
 17 must be a tenured faculty member in the Department of Art and Design and will receive three credit hours
 18 (one course) of reassigned time each term to assist the Head in performing the administrative tasks necessary
 19 for the functioning of the department in such areas as:

- 20 • Advisement, including review of transfer students' transcripts.
- 21 • Serving in the Head's absence.
- 22 • Assisting with coordinating the work of departmental committees.
- 23 • Assisting in the preparation of administrative reports as requested by the Head.
- 24 • Performing other duties as requested by the Department Head.

25 It is expected that these duties occupy approximately twelve to fourteen hours per week.

26 **ORIENTATION, COUNSELING, AND MENTORING PLAN**

27 Faculty are appointed with the objective that they will be successful in progressing to tenure and promotion.
 28 It is the collective responsibility of the department's experienced faculty and Department Head to assist
 29 probationary colleagues in understanding the expectations of the department and to help them meet those
 30 expectations. Probationary faculty will participate in the departmental Orientation, Counseling and
 31 Mentoring program, and experienced faculty members' participation will count toward departmental service.
 32 The mentoring aspects of the program are voluntary for mentors and those mentored.

33 **Department Head Responsibilities**

- 34 • Communicate with probationary faculty concerning the policies and procedures of the University,
 35 College, and Department and/or ascertain that those policies and procedures are understood.
- 36 • Familiarize new faculty with the expectations and requirements of the Department of Art and Design
 37 in teaching, scholarship, and service and/or ascertain that the probationary faculty member is familiar
 38 with those expectations and requirements.
- 39 • Within the first two months of a new faculty member's appointment more formally orient them to the
 40 departmental *Governance Document* policies and mentoring options.
- 41 • Participate in classroom visitations for the purposes of mentoring or counseling new faculty in their
 42 teaching effectiveness.
- 43 • Augment university advisement training in regard to departmentally-specific advising needs
- 44 • Encourage all new faculty to participate in the mentoring process.
- 45 • Identify a mentor for each new faculty member within their first month in the department.
- 46 • Monitor the mentoring process for each new faculty member on a semester-by-semester basis and
 47 identify an alternative mentor whenever the mentee or the mentor requests, or when the Department
 48 Head deems it to be necessary.

1 **Probationary Faculty Responsibilities**

- 2 • Attend appropriate orientation and counseling activities.
- 3 • Make a good faith effort to meet the requests for documentation when undergoing evaluation.
- 4 • Seek help and counseling when a need becomes apparent with the understanding that all full-time
- 5 faculty can be called on for assistance.
- 6 • Schedule classroom observation with the Mentor and with the Department Head. These observations
- 7 are for the purposes of assisting with teaching effectiveness and are not part of the evaluation
- 8 process. The visits should be scheduled during the second semester of the first year, after the faculty
- 9 review portion of the reappointment process has been completed. The visit may be as formal or
- 10 informal as mutually agreed. The subsequent discussion regarding the observed class session should
- 11 be candid and allow for possibilities of future observations by the same or other faculty, if desired.
- 12 • Probationary faculty are encouraged to invite additional faculty members to observe their classroom.
- 13 While optional, such peer observation and discussion of pedagogical strategies is encouraged within
- 14 the Department so that faculty may improve their teaching and may be used as evidence of teaching
- 15 in reappointment and promotion/tenure dossiers in the evaluation process.
- 16

17 **Personnel Subcommittee Chair Responsibilities**

- 18 • During new faculty orientation, the Personnel Subcommittee Chair should meet with new faculty to
- 19 describe the evaluation process and the documentation new faculty should retain for each review.
- 20

21 **Faculty Mentor Responsibilities**

22 New and probationary faculty members are entitled to have one departmental mentor. The success of a
23 mentoring relationship is dependent upon trust and rapport, thus it is expected that confidentiality in this
24 relationship will be honored. Mentors are normally ranked members of the Department of Art and Design. In
25 special circumstances, a faculty member may also choose to have a mentor from outside the Department. The
26 mentoring relationship may be terminated at any time by request of the mentee or the mentor. The
27 Department Head will notify all affected parties.

- 28 • Assist the mentee's progress in the areas of teaching, scholarship, and service.
- 29 • Review documents and dossier in advance of departmental evaluation procedure and make
- 30 recommendations for their preparation.
- 31 • Participate in the classroom observation described above.
- 32 • Assist the mentee in determining and meeting professional goals.
- 33 • Discuss any issue regarding the mentee's performance or career at Missouri State University.
- 34 • Attend tenured faculty evaluation meetings regarding to their mentee as an observer only. The
- 35 mentor takes no active role in a departmental peer review process concerned with their mentee, and
- 36 will not submit a dossier assessment form to the Personnel Sub-Committee. If serving on the
- 37 Personnel Sub-Committee, the mentor will not participate in the writing of that evaluation letter,
- 38 although the mentor may sign the final letter to register a vote.
- 39

40 **Department Member Responsibilities**

- 41 • Provide informal help and counseling when requested by a probationary faculty member.
- 42 • Participate, when invited, in classroom visitations and feedback for the purposes of mentoring or
- 43 counseling probationary faculty in their teaching effectiveness.
- 44

45 **CRITERIA FOR ADMISSION TO GRADUATE FACULTY**

46 The Graduate College sets overall standards for approval for [Graduate Faculty Appointment](#).

47 The Department of Art and Design requires:

- 48 I. A terminal degree (MFA, MEds, MAD, MGraph, EdD, DFA, DVA, or PhD).
- 49 II. Majority approval by the current Graduate Faculty within the Department.
- 50 III. For Research Faculty, a minimum of three scholarly publications (or equivalent), or established
- 51 record of reviewed exhibition or performance; for faculty whose research is in the visual arts the

1 publication requirement may be satisfied in whole or in part by an established record of reviewed
2 exhibition or performance. All faculty in A+D should be considered as Research Faculty.

4 **PROMOTION, TENURE, AND ANNUAL REAPPOINTMENT PROCEDURES**

5 Faculty members support the mission and goals of the Department, College, and University through fulfilling
6 their responsibilities in the areas of teaching, scholarship/creative activity, and service. The Department
7 makes determinations for annual appointment, tenure, and/or promotion on the basis of the faculty member's
8 documented performance in each of these essential areas in relation to criteria defined in this document and
9 in accordance with the various documents that define the roles and responsibilities of faculty at MSU.

10
11 By September of each academic year, the Department Head shall provide to full-time faculty members a list
12 of all non-tenured faculty members eligible for reappointment—indicating their years of service to MSU and
13 the number of years remaining before they are to be considered for tenure—and of faculty applying for
14 promotion and/or tenure that year. Early in September the Personnel Subcommittee will announce dates for
15 submission of evaluation materials to the Personnel Committee (in accordance with the submission deadlines
16 for Department Heads, which are established annually by Provost's Office).

17 Faculty members applying for promotion, tenure, and annual appointment must submit the materials
18 specified in the Departmental *Governance Document* and *College Guidelines for Annual Appointment,*
19 *Tenure and Promotion* as well as materials to document teaching effectiveness, scholarly significance, and
20 service contributions. It is probationary faculty members' responsibility to inform themselves of the
21 procedures and deadlines concerning application for annual appointment, tenure, and promotion and conform
22 to them. During the entire evaluation process, all individuals responsible for reviewing the materials within
23 the dossier must adhere to strict confidentiality.

24
25 At Personnel Committee meetings regarding applications for annual reappointment, consideration will be
26 given to an individual's progress towards tenure with special emphasis placed on those individuals who are in
27 the year prior to the year in which tenure proceedings may be instituted. Based on the application dossier,
28 departmental Dossier Assessment forms, and substantiating data, the Personnel Subcommittee prepares a
29 recommendation, then presented to the entire Personnel Committee for discussion and a vote. If there is a
30 split vote among tenured faculty, the minority may file a report, signed by each member of the minority,
31 which will be forwarded with the majority decision (*Univ. Fac. Handbook, Sec. 4.6.2*). The Personnel
32 Committee and Subcommittee may solicit documentation from various sources, including appropriate
33 University faculty, but must cite, in the recommendation, all sources used for documentation that were not
34 provided by the candidate. The Personnel Committee may have access to an applicant's original appointment
35 letter minus information about salary, provided by the Department Head upon request. The candidate will be
36 given a copy of the recommendation as it is forwarded and will have access to all materials submitted to the
37 Head.

38
39 The Department Head performs an independent evaluation and makes an independent recommendation for
40 reappointment tenure and/or promotion, as appropriate. This recommendation will be communicated to the
41 faculty member under review, and she/he will have an opportunity to respond in writing. When this process
42 is complete, the Personnel Committee's and Department Head's recommendations with accompanying
43 rationale are forwarded to the Dean.

44
45 In cases in which differences between the recommendation of the Department Head and Personnel
46 Committee exist, the Department Head will state in writing to the affected faculty member, the Personnel
47 Committee, and other involved administrators compelling reasons why she/he cannot agree with the original
48 recommendation. Both recommendations will be forwarded to the Dean.

49
50 The terms of annual appointment shall reflect consideration of the individual's progress towards tenure by
51 means of granting one of the following: a terminal appointment, a continuing appointment with reservations,
52 a continuing appointment without reservations. Annual evaluations must indicate the progress toward tenure
53 and promotion as (a) satisfactory, (b) questionable, or (c) unsatisfactory. For purposes of tenure or

1 promotion, the recommendation will be either positive or negative. If the recommendation is negative, the
2 Personnel Subcommittee should consult with General Counsel regarding the wording of the
3 recommendation. The process will go forward as stipulated in the University Faculty Handbook, Sec. 4.6.
4

5 As each stage of the evaluation process is completed, the faculty member under review will be notified of the
6 decision of the evaluating body in writing and will have an opportunity to respond in writing. The faculty
7 member's response, if any, becomes a part of the evaluation material which moves to the next stage. In the
8 event that the departmental *Governance Document* changes during the probationary period of a faculty
9 member pursuing tenure and or promotion, the faculty member has the right to remain within the domain of
10 the *Governance Document* under which the faculty member was hired or elect to be evaluated with the new
11 guidelines. If it is the desire of the faculty member to be evaluated with the new *Governance Document*, the
12 signed guidelines shall be amended to reflect the change and a copy provided to the faculty member. (Univ.
13 Fac. Handbook, Sec. 4.8.7)
14

15 **Personnel Committee**

16 The Personnel Committee consists of the entire tenured faculty for purposes of Annual Appointment, Pre-
17 Tenure Review, and Tenure. For purposes of Promotion, it consists of those tenured faculty members at or
18 above the rank for which the faculty member is applying.

- 19 • Each member of the Personnel Committee of the appropriate rank must review the materials
20 presented by each applicant/affirm their review on the departmental Dossier Assessment Form.
- 21 • Each member will prepare a Dossier Assessment Form for each candidate and deliver this to the
22 Personnel Subcommittee in advance of the full Committee meeting. This must provide a clear and
23 independent stance on each candidate's progress (satisfactory, questionable, or unsatisfactory), a
24 personal assessment of the relative weight of the candidate's activities, and rationale for that
25 Committee Member's evaluation. When the final letter of recommendation from the Personnel
26 Committee is ready for signatures, only those members of the Personnel Committee who have
27 reviewed the materials and submitted an assessment form may sign. It is understood that stances may
28 change over the course of collective discussion, but each voice should be heard and the responsibility
29 of assessing a candidate's record falls on every Personnel Committee member.
- 30 • Each member must attend all Personnel Committee meetings.

31 After the Personnel Committee completes its work, its recommendation is forwarded to the Department
32 Head.
33

34 **Personnel Subcommittee**

35 The Personnel Subcommittee is composed of three tenured faculty members, one of which must be a full
36 professor. Members are elected by the tenured faculty, serve for two years, and are not eligible for re-election
37 for three years. The faculty member with the fourth highest number of votes will be the alternate committee
38 member and will serve on the Subcommittee if one of the members is ineligible to serve (see Departmental
39 Mentoring Policy within in this document). Faculty members who apply for promotion must not serve on the
40 Evaluation Subcommittee the year of their application. At the beginning of each academic year, the newly
41 elected Personnel Subcommittee will elect a committee chair.
42

43 **Personnel Subcommittee Chair Responsibilities:**

- 44 • Organization and scheduling of Subcommittee and Personnel Committee meetings. As early in the
45 fall semester as possible, the Personnel Subcommittee will publish dates for submission of materials
46 in accordance with submission guidelines for Department Heads published annually by Provost's
47 Office.
- 48 • Work with the Department Head to ensure the submission of Personnel Committee recommendations
49 in a timely manner.
- 50 • Secure the current and updated recommendation form for use in Personnel Committee meetings.
- 51 • Verify annually that dossier assessment forms and criteria in use by the Personnel Committee and
52 Personnel Subcommittee are consistent with current College and University criteria and forms.

- Candidates have the option to operate with either the *Governance Document* at the time of hire or the current *Governance Document*, thus the Chair must consult with candidates regarding this choice and provide guidance to the Personnel Committee appropriately.

Personnel Subcommittee Responsibilities:

- Ensure fairness, confidentiality and a respect for academic freedom within the process of evaluation for annual appointment, tenure and promotion.
- Provide to each individual applicant the opportunity to meet with the Personnel Subcommittee for advice concerning the organization of the application dossier. These sessions will be scheduled so as to allow each applicant sufficient time to prepare the dossier for review.
- Prepare recommendations for each candidate for reappointment or promotion and tenure based on the materials presented by the candidate and the Dossier Assessment Forms with supporting rationale submitted by members of the Personnel Committee holding the rank at or above that being applied for in the promotion (these Assessment Forms are to be seen only by the Personnel Subcommittee). In all cases, the Committee will follow the guidelines contained in the [University Faculty Handbook](#), the [College Guidelines for Tenure, Promotion and Annual Appointment](#) and the *Art and Design Governance Document*. If there is conflict, the [University Faculty Handbook](#) is to be the document followed.
- Respond to any departmental concerns presented by either a member (or members) of the Personnel Committee or any of those faculty being evaluated relative to non-compliance with University, College or Departmental policies concerning evaluation. The Subcommittee may present such issues to the Personnel Committee and/or the Department Head, if deemed necessary.

External Reviews

For promotion and tenure, three external letters of recommendation from outside this University are required. The letters must be written by reviewers who can evaluate creative/scholarly/professional work. Reviewers should possess terminal degrees and typically hold academic positions at institutions/programs comparable to Missouri State University and hold rank above the level of the candidate. When appropriate, reviewers outside of academia may be selected with Dean approval (see Provost's Office). Reviewers may have limited professional association with the applicant, but individuals with whom the candidate has collaborated with, studied under, or with whom the candidate has a personal relationship are ineligible. Candidates should disclose any relationship or association with a potential reviewer prior to their selection to avoid potential conflict of interest. Additional guidelines and criteria are available through the [Provost's Office](#).

For the external review letters, the applicant will provide the Department Head with the names of four experts who meet these criteria, with a brief narrative delineating each expert's qualifications; the Department Head and Personnel Subcommittee collaborate to identify four additional qualified experts, providing the same rationale. The candidates will rank these eight individuals in order of preference, and the slate is reviewed by the Personnel Subcommittee and discussed with the candidate and Department Head until an agreement is reached. Applicants, Department Head, and Personnel Subcommittee should begin developing these lists of reviewers by the last Friday in March of the academic year prior to the tenure and/or promotion review, and by the second Friday in April the final list should be signed by these parties and remain in the applicant's file. Before the second Friday of May, the Department Head will have contacted the reviewers regarding their willingness to provide a letter of review and confirmed three reviewers.

It is the responsibility of the applicant to submit three sets of examples (excerpts of books, complete articles, images of creative work) of scholarly materials to the Department Head, who will have the responsibility of delivering the materials to the reviewers. Appropriate materials to be sent to reviewers can be found on the [Provost's Office](#) website but will typically include a personal statement, curriculum vita, departmental criteria for tenure/promotion along with any relevant university faculty handbook additions, and examples of scholarly or creative work. The deadline for submission of review materials to the Department Head is July 1, the summer prior to the tenure review. The Department Head will make sure the appropriate form letter

1 (addressed to the reviewer) and other required materials are included. The Department Head, Personnel
2 Committee, and tenure and/or promotion candidate must all work together to ensure the external letters are
3 returned to the department no later than the end of September of the tenure and/or promotion review year.
4 Standard instructions for reviewers are to review CV and samples of work in terms of the criteria (also sent)
5 of the candidate's home institution and department. Information on the candidate's teaching and service load
6 should be provided to the reviewer. Only work that is eligible for consideration under the terms of
7 appointment should be submitted to reviewers. The reviewer is invited to consider the whole of the
8 candidate's CV, but the **primary focus of the external review is on the quality of scholarship and research.**
9 It is expected that faculty in one's own department and institution can fairly assess contributions in teaching
10 and service, and that all reviewers' comments regarding *quantity* of scholarship (level of production) will be
11 assessed in the context of one's own department's and institution's established standards. External reviews
12 will constitute one part of the evaluation of the candidate's scholarship, and will be combined with the
13 candidate's annual evaluations and other appropriate means. Letters of evaluation from the external reviewers
14 will be addressed to the Personnel Subcommittee and will be held as confidential, unless the reviewer
15 designates otherwise. Only the committees and administrators directly responsible for the decision of
16 concern will have access to the evaluation letters, unless they are required specifically and legally to do
17 otherwise.

18 **PROMOTION, TENURE, AND ANNUAL REAPPOINTMENT CRITERIA**

19 Although all faculty are evaluated on equal standards, it is recognized that faculty roles vary with teaching,
20 research activity, and service and that the relative emphasis of these roles may change over a person's
21 academic career. All decisions relating to the annual appointment, tenure, and promotion should take into
22 account the total contributions of the differing roles and responsibilities each faculty member has had
23 concerning specific departmental assignments.

24
25
26 General descriptions of tenure track and non-tenure-track academic positions, criteria for initial appointment,
27 and minimal eligibility for promotion are found in the *University Faculty Handbook, Section 3.3*. For
28 promotion, these include titles of Senior Instructor, Associate Professor, Professor, and Distinguished
29 Professor.

30
31 For pre-tenure annual review or for tenure/promotion to Associate Professor, the activities and evidence
32 supporting the record of Teaching, Research, and Service should date from the initial date of appointment to
33 MSU. For review for promotion from Associate Professor to Professor, those materials should date from the
34 date of last promotion to establish a sustained record. For promotion to Senior Instructor, materials should
35 document a five (not necessarily consecutive) year successful record of activity in Teaching and Service (see
36 [College guidelines](#) for further information). For promotion to Distinguished Professor, the candidate's entire
37 career of research should be considered to establish a record of performance; teaching and service should
38 demonstrate success since the last promotion.

39 **Statement on Early Tenure**

40
41 Early application to tenure (*Univ. Fac. Handbook, Sec 3.3.1*) is permissible for exceptional applicants in their
42 fourth or fifth year of employment. The applicant for early tenure will, by year four, have met the
43 expectations associated with cumulative sustained effectiveness criteria in teaching, service, and scholarship
44 that are required to obtain tenure and promotion throughout the normal six-year probationary period while at
45 Missouri State University unless otherwise negotiated at the time of hire. As examples, with regards to
46 scholarship, a studio artist or designer might satisfactorily meet the research requirements through a number
47 of national or international gallery or museum exhibitions, performances, and awards and grants; an art
48 historian or an art educator might satisfactorily meet the research requirements through a number of
49 international or national peer-reviewed presentations, publications, and/or exhibitions. In teaching, the
50 applicant might provide evidence of revising a significant amount of curriculum, recognition with teaching
51 awards, significant investment in student learning (such as taking on internships, Study Away, Honors
52 College, or other high impact learning activities). In service, the applicant may have served significant
53 leadership roles on and off campus. If the Personnel Committee determines that a third or fourth-year

1 candidate maintaining their current rate of activity will have met departmental expectations for early tenure
2 in the following year, the Evaluation Letter should clearly notify the candidate.

4 **Evaluation of Teaching**

5 Teaching effectiveness must be based on performance across a reasonable time and number of classes, and it
6 cannot be measured in isolation. Teaching effectiveness is affected by overall workload, level of courses,
7 experience in teaching a particular course, number of students, use of new modalities or approaches, and
8 nature of course (general education, the requirements in a major, etc.): the potential effect of such variables
9 should be addressed by the candidate in the dossier and taken into account by the Personnel Committee.

10
11 To meet the requirements for tenure and/or promotion to Associate Professor in the area of Teaching,
12 candidates should provide evidence of a cumulative record of success; promotion to Full Professor requires a
13 sustained cumulative record of success, and it is understood that this record will demonstrate greater roles of
14 responsibility and leadership than that required for promotion to Associate. For promotion from Instructor to
15 Senior Instructor, the candidate should document excellence in Teaching for at least five years. To provide
16 evidence of an appropriate record of success in Teaching, candidates should document activities and
17 achievements including but not limited to:

- 18 • Demonstrating a clear and coherent approach to instruction.
- 19 • Communicating and consistently applying defined standards of performance in learning.
- 20 • Fostering intellectual curiosity, openness to diverse ideas, promoting/reinforcing critical thinking
- 21 • Maintaining reasonable performance expectations, academic integrity, treating students fairly as
- 22 unique individuals, and developing assessments that reflect student learning.
- 23 • Achieving satisfactory, positive student evaluations (may account for no more than 50% of the total
- 24 evaluation of teaching effectiveness—*Univ. Fac. Handbook, Sec. 4.2.1.2.5*)
- 25 • Receiving positive peer teaching evaluations/recommendations from those who have observed the
- 26 candidate's teaching as described in the Orientation, Counseling, and Mentoring plan.
- 27 • Regular updating of course content.
- 28 • Restructuring of existing courses or programs or developing new courses and programs
- 29 • Designing effective, innovative class activities, experiences, or projects
- 30 • Using teaching activities that enable students to learn independently and collaboratively.
- 31 • Flexibility of presentation to enhance innovation.
- 32 • Contributions to Department via course overload assignments, internship oversight, or such notable
- 33 advising activity such as the Proactive Advising program or SOAR.
- 34 • Support of graduate programs via teaching or participation in reviews/graduate committees, etc.
- 35 • Designing innovative group learning activities that enable students to work collaboratively.
- 36 • Obtaining grants, awards, and other recognition outside the department related to teaching.
- 37 • Engaging in the scholarship of teaching (if not already documented within Research)
- 38 • Organizing and participating in discussions, seminars, and workshops to share information on
- 39 curricula and pedagogy, resources, and career opportunities for students.

41 **Evaluation of Scholarship, Research, and Creative Activities**

42 A major focus of the Department of Art and Design is the preparation of individuals for a variety of future
43 careers in art, design, and related disciplines. We believe that all faculty must be actively engaged in
44 scholarship and/or creative activities to maintain their professional focus and growth, to provide examples for
45 students, and to support the missions of the department, college, and university. We realize that
46 research/scholarship can take many forms.

47
48 Probationary faculty will provide evidence of a cumulative record of active engagement in research,
49 scholarship, creative, and/or professional activity in which the level of selection, peer-review, and/or
50 recognition encompasses a review process at local, regional, national, or international levels. By the year
51 before the tenure application, candidates should broaden the level and/or recognition of scholarly, creative,
52 and/or professional activity to include a combination of regional, national, or international exhibitions,

1 performances, publications, presentations, awards, grants, or other forms of recognized scholarly activities
2 appropriate to their subdiscipline. A cumulative record that meets this level of scholarship, research, and/or
3 creative activity will be considered satisfactory for tenure. For Promotion to Full Professor a sustained
4 cumulative record of peer-reviewed creative/professional activities at the national or international level while
5 Associate Professor would constitute a satisfactory level for promotion to Full Professor. For promotion from
6 Instructor to Senior Instructor, documentation of research activity is not required. For promotion to
7 Distinguished Professor, the candidate should document a record of extraordinary performance in Research
8 with a national or international reputation (*Univ. Fac. Handbook, Sec's. 3.3.3, 3.3.4*).
9

10 Due to the range of time requirements to produce work in the variety of media and formats represented by
11 the various areas of the department, the relative availability of exhibition opportunities for various media,
12 and range of publication/review standards (among other variables), quantitative expectations for activity
13 unavoidably vary between media. Likewise, of the range of research activities possible, some have greater
14 scholarly impact (solo exhibitions or international venues, for example, are generally considered more highly
15 than group shows or local/state venues, and monographs considered more substantial than journal articles,
16 for example).

- 17 • It is thus the candidate's responsibility to provide context to amply communicate the impact,
18 importance, or prestige of a venue or activity to non-specialists: this might include acceptance rates
19 and the qualifications of jurors, or, in the case of invitational activities, the credentials of the referees
20 or venue. Candidates should establish importance and competitiveness of an activity by clarifying
21 the selection processes (e.g., peer-reviewed, juried, blind-reviewed, editor-reviewed, invited,
22 nominated, commissioned, crowd-sourced, competitive, self-initiated, etc.) when available; this
23 might include measures of the quantitative selectivity (e.g., an acceptance rate of 10 of 100 entries)
24 or identity of jurors. When documenting collaborative art/design works or publications, include
25 clarification of the candidate's role in the collaborative efforts.
- 26 • It is the responsibility of the Personnel Committee to communicate as specifically and clearly as
27 possible its position regarding candidates' cumulative progress regarding research expectations in
28 yearly evaluation letters, and to maintain carefully the most fair and consistent standards possible.
29

30 Candidates are expected to produce research outcomes typical to their discipline (e.g., exhibitions or
31 performances for visual artists, publications and conference presentations for art historians, the varied
32 exhibition and publication activities of art educators, designers and illustrators), but a broader range of
33 activity is possible. Candidates should provide evidence of success in the area of Scholarship, Research and
34 Creative Activity by documenting activities including but not limited to:

- 35 • Participation in juried or invitational state, regional, national, or international exhibitions or media
36 festivals, including group and solo shows, or representation by commercial galleries.
- 37 • Residencies supporting creative research or scholarship (specify funded/awarded or self-funded)
- 38 • Publication (as author or editor) of scholarly articles, books, chapters, reference work entries,
39 textbook contributions—peer-reviewed (blind or refereed), invitational, or self-initiated.
- 40 • Publication of artwork (e.g. illustrations in published works or authorship of creative works)
- 41 • Presentation of research at statewide, regional, national or international conferences.
- 42 • Presentation of research as a visiting scholar or artist (specify character of activity: public lecture,
43 classroom presentation, student critiques, workshop demonstrations).
- 44 • Publishing reviews of scholarship or artwork.
- 45 • Participation in workshops or as a visiting artist (specify character of activity).
- 46 • Awards or honors for artwork, research, performances, publications, or presentations
- 47 • Grants or stipends supporting production or dissemination of work.
- 48 • Published reviews or media coverage of exhibitions or performances.
- 49 • External dissemination of scholarship of teaching—presentation/participation in workshops and
50 conferences with regard to pedagogy, learning methods, career resources for students; presentation
51 or publication of integrated or applied research; professional evaluations of teaching and learning.

- 1 • Scholarship relating to engaged public research/ partnership with the public and/or private sector that
- 2 enriches knowledge, addresses critical societal issues, or contributes to the public good.
- 3 • Curatorial activity and scholarly contributions to museum studies.
- 4 • Contributing to the artistic or academic community by sharing one's professional expertise with the
- 5 larger community; providing (gratis) external academic/professional consultations; serving as a
- 6 visiting artist, scholar, or board member on a relevant body.

7

8 **Evaluation of Service**

9 Service is integral to the mission of the department, the college, and the university. The Department of Art

10 and Design recognizes the importance of effective service as a means to sustain current programs and

11 resources, the development of new programs, and to sustain and contribute to the work of the department,

12 college, university, and larger communities. Internal service includes service at the university serving on

13 department, college, and university committees, work with student organizations, leadership in teaching,

14 obtaining funding and other resources to support instructional goals of department, college, or university, and

15 the maintenance of facilities. External service includes service outside the university such as leadership or

16 lending expertise in community and professional organizations; providing academic/professional

17 consultations; serving as an exhibition juror; contributing to professional standards; serving on accreditation

18 teams or as a member of a sitting team or reviewing criteria; or external leadership in teaching.

19 Documentation for external service should demonstrate the relevance of the activity to the discipline of the

20 faculty member. In keeping with the university's public affairs emphasis, external service should be

21 considered as equal in merit to internal service. Pre-tenure faculty members should not be assigned an

22 excessive share of service duties.

23

24 Probationary faculty should develop a cumulative record of service through contributing an average share of

25 efforts to departmental committees and recruitment/retention efforts, and expanding to college- and

26 University-wide roles. By the year before the tenure application, candidates should have increased the

27 service contribution through such activities as overseeing special projects, serving on numerous key

28 committees (such as Scholarships or Curriculum) or chairing committees, obtaining grants or recognition for

29 service, with regular service to the college, university, profession, and/or community including some

30 leadership roles; at the level for promotion to Full Professor, activities might include taking a leadership role

31 beyond the department in key areas of the university's operation, such as public affairs, senate, advising or

32 curriculum development, obtaining grants or recognition for university or external service, serving as a major

33 officer in a professional organization, and other comparable activities.

34

35 To meet the requirements for tenure and/or promotion to Associate Professor in the area of Service,

36 candidates should provide evidence of a cumulative record of success; promotion to Full Professor requires a

37 sustained cumulative record of success, and it is understood that this record will demonstrate greater roles of

38 responsibility and leadership than that required for promotion to Associate. For promotion to Senior

39 Instructor, the candidate should document a record of Service for at least five years (not necessarily

40 consecutive).

41

42 **DOSSIER**

43 The candidate should check the [College](#) and [Provost](#) websites to ensure that they follow current

44 requirements. The following guidelines are consistent with College requirements of April 2017; this is an

45 abbreviated checklist. These items should be submitted to the electronic portal as indicated each year by the

46 Department Head and Personnel Subcommittee.

- 47 I. Original application form
- 48 II. Table of Contents
- 49 III. Matrix
 - 50 a. Departmental criteria/requirements listed in Column 1
 - 51 b. Related accomplishments listed in Column 2
 - 52 c. Location/indication of supporting documentation listed in Column 3

- 1 d. The candidate should determine how to classify accomplishments to best represent a record
2 of success; this is a personalized document based on the criteria listed above under each
3 section (Teaching, Research, and Service): consult your mentor or the Personnel
4 Subcommittee Chair for examples or initial guidance.
- 5 e. As this documents a cumulative record, it should include all research and service activity
6 since hire/last promotion: list new items first and indicate with an asterisk; only provide
7 supporting documentation for new material (for older items leave Column 3 blank).
- 8 IV. Personal summary statement (approx. 1000 words).
9 V. Current curriculum vitae (in standard format—see [College guidelines](#)).
10 VI. Previous letters of evaluation from personnel committee, department head, dean (annual progress
11 reviews, or reviews since the previous promotion).
12 VII. External letters of review (in tenure or promotion year application).
13 VIII. Provide a copy of the Departmental Tenure and Promotion *Governance Document* at time of hire for
14 faculty going for tenure and/or first promotion, and at time of most recent promotion for faculty
15 going up for further promotion.
16 IX. Evaluation of teaching effectiveness (approx. 500 words).
17 a. Teaching Portfolio (see guidelines below).
18 X. Evaluation of scholarly and creative accomplishments (approx. 500 words) with supporting materials
19 (optional for senior instructor applications).
20 XI. Evaluation of service activities (approx. 500 words) with supporting materials.
21 XII. Discussion of work in progress supported by relevant materials (optional for senior instructor
22 applications).
23

24 **Dossier Amendment**

25 In the case that a candidate becomes aware of a late positive outcome (such as the acceptance of an article or
26 exhibition entry) after the dossier is submitted but before the finalization of the evaluation letter and
27 advancement of the dossier to the Department Chair, they should notify the Subcommittee Chair and be
28 allowed to amend their dossier; likewise, if any member of the Personnel Committee determines that a
29 dossier constructed and submitted in good faith is in error (an inadvertently missing element, or suggesting a
30 misunderstanding of instructions) the Personnel Subcommittee should invite the candidate to rectify the
31 error. In either case the Subcommittee Chair should notify the Personnel Committee of any relevant change
32 and the evaluation letter should reflect the final disposition of the dossier.
33

34 **Teaching Portfolio Contents**

- 35 A. Teaching Statement (approx. 500 words) that describes your teaching effectiveness. Describe
36 materials and approaches, any activities undertaken to improve knowledge or teaching skills,
37 conferences or workshops attended, awards, presentations, or publications related to teaching, and
38 successful student outcomes (such as students' awards/recognition with projects from your class)
- 39 B. Full list of courses taught each semester since hire as a record of the breadth of courses assigned.
- 40 C. Overview of student evaluations. Document all courses since the last yearly review; applicants for
41 Tenure or Promotion should include all courses since initial hire or the last promotion. The
42 department will make student evaluations and statistical summary data available to the committee,
43 department head, and dean: copies should not be included in dossier.
- 44 1. Summarize statistical data and briefly address trends in the written responses (max 250
45 words)
 - 46 2. Statistical data: a brief table providing: each course/section number, the applicant's score,
47 and the Department mean for that course group for four questions from the Student
48 Evaluation of Teaching Effectiveness:
 - 49 • #3 ("The instructor demonstrated a thorough knowledge of the subject matter")
 - 50 • #5 ("The instructor communicated ideas and information clearly")
 - 51 • #13 ("The instructor demonstrated high expectations for all students")
 - 52 • #19 ("Course objectives and assignments were clear to me")

- 1 D. (Optional) Letters documenting classroom observations submitted by faculty peers as described
2 under Orientation, Counseling and Mentoring plan of approx. 500 words; three letters maximum.
3 E. For annual reappointment, **for each course** (suggested limit of four) taught since the last review,
4 provide (use the most recent offering for courses taught multiple times):
5 1. course syllabus
6 2. all assignment sheets (studio) or one writing assignment and one test and related
7 handouts/study guide for that test (art history/theoretical courses).
8 3. sample student work: five examples (studio/art ed.) or three samples representing different
9 grades from one writing assignment and one exam (art history/theoretical courses). Sample
10 work should be anonymous with student names redacted.
11 4. Any other information or documents that you consider indicative of the quality of your
12 teaching. *Consider quality of these materials over quantity.*
13 5. A brief assessment of what worked well, what didn't, and what improvements or changes
14 you intend to implement.
15 F. In tenure or promotion year, required additional documentation beyond the above: for one upper-
16 level course and for one lower-level course (recent offering of repeated courses), provide:
17 1. Statement of course goals/objectives and their relationship to coursework (250 words)
18 2. Materials, instructions, or notes for your class presentation for one assignment (studio) or
19 one exam and one written assignment (art history/theoretical); the rubric used to grade the
20 assignment; sample work as above with instructor feedback.
21 3. Evaluation of the overall success of this project (given the goals and objectives), and your
22 reflections on how you might improve on this unit the next time you teach it; Describe the
23 scope of the project, how it is developed and guided, and its assessment (250 words)
24 G. (Optional) If the candidate wishes to document an additional course at the graduate-level, they may
25 provide analogous documentation.
26

27 **CHANGES TO ART AND DESIGN GOVERNANCE DOCUMENT**

28 Any changes to this document must be approved by a majority vote of the Art and Design ranked faculty
29 members.
30

31 **UNIVERSITY AND COLLEGE POLICIES IN USE AS OF THIS DOCUMENT**

- 32 • Office of the Executive Vice President and the Provost
33 ○ [University Faculty Handbook](#) (revised August 2022)
34 ○ [Guidelines for Tenure and Promotion](#)
35 ○ [Faculty Evaluation Forms](#)
36 • Reynolds College of Art, Social Sciences, and Humanities
37 ○ [Tenure, Promotion, and Annual Evaluation Guidelines](#) (revised April 2017)
38 • Graduate College
39 ○ [Graduate Faculty Appointment](#)