

Department of Art and Visual Culture Governance Document December 5, 2014

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1. Preamble

The Faculty of the Department of Art and Visual Culture (AVC) subscribes to the principles of shared governance, as elaborated by the Faculty Senate and the College of Design. We recognize the central role of cooperation in collegial decision-making among members of the university community. The organization and operations described herein are subordinate to the *College of Design Governance Document*, and the policies of Iowa State University and the State Board of Regents as outlined in the *ISU Faculty Handbook*.

2. Mission Statement

The Department of Art and Visual Culture promotes an engaged, diverse, and comprehensive learning environment in the visual arts. Our undergraduate and graduate degree programs prepare students to understand and develop their ability to impact social, cultural, and physical environments they are shaping and influencing. Exposure to historical and contemporary art movements combined with traditional and innovative studio skills and shared studio pedagogy, prepares undergraduate students with a basis in artistic thought and professional practice. We emphasize the strong observation and communication skills necessary for success in visual arts-related careers or advanced study. Our graduate program provides a supportive environment for individual artistic development. It promotes conceptual and technical education encouraging critical inquiry, excellence, an understanding of the history of art, and an experimental approach toward each media.

3. General Organization of Department

The Department awards the Bachelor of Arts in Art and Design with an option in either Visual Culture Studies or Art and Culture; Bachelor of Fine Arts in Integrated Studio Arts; and the Master of Fine Arts in Integrated Visual Arts degrees. Our faculty includes these areas: studio arts, art history, foundations, art education, scientific and biological/pre-medical illustration.

3.1. Department Governance Structure and Procedures

This section of the document defines the governance functions and procedures of the department, including faculty membership; voting membership; department chair; director of graduate education (DOGE); departmental faculty meetings; and departmental committees.

3.1.2. Faculty Membership

A member of the faculty is defined as any individual who holds a faculty appointment in the department. All members of the faculty attend faculty meetings.

3.1.3. Voting Faculty Members

Voting members are defined as faculty having tenure, tenure-track, adjunct appointments at the rank of instructor and above and term faculty appointments. Term faculty titles will conform to those defined by the *ISU Faculty Handbook*, (Section 3.3.2.2).

3.1.4. Department Chair

The chairperson is appointed by the dean, with the input of faculty, to a term normally of five years. The role of the chair is described in the *College of Design Governance Document* (<http://www.design.iastate.edu/FacultyStaff/sharedgovernance.php>). In addition, the chair assesses annually the performance of tenured, tenure track, and term faculty and recommends contract renewals following the procedures outlined in the *College of Design Governance Document*.

3.1.5. Director of Graduate Education (DOGE)

The Director of Graduate Education is appointed by the chair. The role of the DOGE is to lead the development and implementation of the Master of Fine Arts degree curricula and program. The DOGE, with input from the chair, determines graduate teaching and research assignments.

3.1.6. Department Faculty Meetings

The faculty of the department shall meet at least monthly during the academic year, from August to May. Dates of meetings will be published prior to the beginning of each semester. The number of department faculty meetings, their dates, and the agenda will be established by the chair in response to issues raised by faculty, administration, staff and/or students. Robert's Rules of Order will be followed in conducting department business. Voting is by voice, hand, or ballot. Any member of the faculty may request an electronic ballot on any vote. The purpose of department faculty meetings is to serve as the forum for conducting the business of the faculty, reports and announcements, and decisions on matters of general concern to the department faculty. Items that require faculty review and action include the following: degrees and programs and relevant curricula, review of graduate student applicants; academic standards and procedures; department mission, planning and governance statements; departmental budget; policies and procedures on the status of faculty regarding appointment, reappointment, promotion and tenure standards and criteria; and granting of degrees and honors. The department faculty meeting shall also serve as the forum for faculty members to initiate discussion on subjects deemed to be in the interest of the department.

3.1.7. Department Committees

Department committees are responsible to the faculty and the chair. They play an important role in planning, recommending, and implementing policy related to specific areas of concern. They provide a mechanism whereby faculty, individually and collectively, participate in department policy decisions and actions. Standing committees have ongoing areas of responsibility as described in this document. Committee membership is determined by election at the beginning of the fall semester except for the Promotion and Tenure Committee, which will have nominations and elections in the previous academic year in May. Standing committees may receive specific charges, in addition to their stated responsibilities, from the chair and members will elect chairpersons of their committees. Standing committees will provide annual reports to the chair and to the faculty of the department. Membership to any standing committee will be for a three-year period. With the exception of the Promotion and Tenure Committee, standing committees will have a

minimum of three members. Appointments will be staggered to provide for continuity in committee membership.

3.1.7.1. Promotion and Tenure Committee

The committee will consist of five members; not including the department chair, who are tenured members of the faculty, including up to three at the rank of professor. At least one member of the committee must hold the rank of professor. If there is no one currently eligible on the faculty, one or more faculty members of another College of Design department holding the rank of professor shall be invited to stand for election. If a candidate under review holds a joint appointment, a member of the other department or division with equivalent or higher rank, will be included for the evaluation. A sixth member who is term faculty at the rank of associate or full professor of teaching will, when appropriate, be included for evaluating term faculty candidates applying for advancement. The Faculty Development Council representative from the department serves on the departmental committee. All candidates for the committee must meet the following criteria:

- have served on the department faculty for two full years;
- be a tenured member of the faculty;
- not to be considered for promotion review during the first year of committee membership.

The committee reviews candidates in tenure-eligible positions for reappointment, promotion, and tenure and term faculty being considered for promotion. The procedures for the review, written report to the chair, and timetable are outlined in Sections 5 and 6.

Each elected committee member's term of office is three years. Terms of office are to be staggered. If a committee member resigns or retires, a replacement election will be held to complete that member's unexpired term. If a committee member has a FPDA, a replacement will be elected for the duration of the leave. At the completion of a three-year term on the Promotion and Tenure Committee, an individual becomes ineligible for membership for a period of one academic year. Annual committee member elections are held with nominations received to allow for written ballot elections to be completed by May 1.

When reviewing candidates for advancement to professor, only those members of the Promotion and Tenure Committee at the rank of professor will be eligible to vote and there must be a minimum of three voting members at that rank. Professors from other departments in the College of Design will be recruited as needed.

When reviewing term faculty candidates for advancement the Promotion and Tenure Committee will include, a sixth voting member from the term faculty holding a rank at or above the candidate being considered.

Peer review of term faculty will involve three members of the Promotion and Tenure Committee; the committee will determine a process for selecting which three members participate.

A member of the committee cannot be involved in promotion reviews in the year he/she is under consideration for promotion. If a seated committee member is to be reviewed for promotion he/she must resign from the committee and a replacement election will be held.

As noted in the *College of Design Governance Document*, the chair must “provide candidates with the names of committee members who participated in the department level review.”

3.1.7.2. Scholarships and Awards Committee

Responsibilities of the committee include the identification and selection of faculty awards and student scholarship and award recipients. The department representatives on the College Student Affairs Council and on the College Awards Committee will automatically be members of this committee. The Faculty Annual Report form requests identification of possible awards; the chair will share this information with the committee in the spring so planning for awards can proceed in a timely manner.

3.1.7.3. Curriculum Committee

The curriculum committee is a committee of the whole. Responsibilities of the committee include developing, reviewing and recommending curricular requirements and policies for approval of the department faculty. The chair may also appoint ad hoc committees to study particular issues.

3.1.7.4. Search Committees

Search Committees will include five appointed members. The chair will name a diverse panel including a majority from the area of specialization and the balance from the college or from a college where expertise may come from the faculty. Responsibilities of the committees include assisting the chair in position description; recruiting and interviewing prospective faculty candidates; maintaining search records; and recommending candidates to the chair.

3.1.7.5. Ad Hoc Committees

Ad hoc committees have temporary responsibilities for one-time tasks. Ad hoc committees are organized and their responsibilities defined by the chair.

3.1.8 Advisory Council

The Art and Visual Culture Advisory Council was formed in 2014 and meets every second year to consider major issues concerning the department. Members of the council are named by the department chair in consultation with the faculty and serve for a minimum of three meetings, after which time they can be reappointed for a second term. They are drawn from graduates of the program, from friends of the department, and can be nominated by faculty. They are responsible for contribution of a written assessment of findings and address questions which arise during their on-campus visit which takes place during Spring semester. All faculty are invited to attend sessions of the meetings to contribute to understanding of issues, challenges, and opportunities facing programs within the department. Meetings can be held more frequently if need as determined.

4. Principles of Faculty Appointments

The *Iowa State University Faculty Handbook* identifies the following areas as the basis for the selection of new faculty: New appointments are recommended on the basis of education; experience; competence in teaching, research, and professional practice; recognition in the field; and, in some cases, prior experience at other institutions. Significant faculty involvement in the review and selection of applicants for new or vacant positions is basic to the successful recruitment and retention of a high quality faculty. In the College of Design, new faculty tenure-track, and term appointments are based upon a selection of candidates identified by a faculty search committee that has been appointed by the chair of the department in which the vacancy exists. Whenever possible, search committees are composed of tenured or tenure-track faculty with an appropriate representation of academic ranks and areas of specialization. When appropriate, persons from outside the program, department, and outside the university may be added to the committee. The search committee, in cooperation with the department chair and with approval of the dean, develops a notice of vacancy, job advertisement, establishes guidelines, conducts a national search, reviews applicant credentials, and recommends a list of three to five unranked final candidates to be considered for campus interviews. The committee and other faculty may also assist the department chair, as requested, in campus visitations. The committee votes on a final candidate and forwards its recommendation to the department chair. It is expected that the final selection process be accomplished with the full consultation of the program faculty who are not members of the committee. A department recommendation for a new faculty appointment is initiated by the chair and must be approved by the dean of the college and the provost before becoming effective.

The chair makes visiting and affiliate faculty appointments. Each will have an Affiliation Agreement form in lieu of a Position Responsibility Statement and each will have a Letter of Intent.

4.1. Position Responsibility Statement (PRS)

The *ISU Faculty Handbook* states; “A position responsibility statement (PRS) is a tool that describes the range of responsibilities undertaken by a faculty member. The PRS is written and approved by both the faculty member and the department chair. Because responsibilities and duties change throughout faculty careers, the PRS shall be reviewed and updated as necessary at intervals appropriate to the stages of faculty career development. Thus the PRS allows for a flexible and individualized system of faculty review. The PRS shall not prevent or constrain justifiable changes to or developments within any area of a faculty member’s position responsibilities. The PRS description itself should be general and include only the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments especially in the promotion and tenure process for tenure-eligible/tenured faculty or for advancement for term faculty.

The PRS shall not violate the faculty member's academic freedom. If the parties agree to more specific language beyond a general description of areas of position responsibilities, that specific language shall not be understood to be a checklist or constraint on the

faculty member's freedom to choose areas and methods of inquiry appropriate to the discipline.

The statement will be subject to regular review by the faculty member and the chair, and allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The statement should allow both faculty members and their administrative and peer evaluators to understand the basis of the academic appointment and to place that into context with the promotion and tenure criteria. The descriptions should be brief but may include detail important to the department and/or faculty member. The position responsibility statement cannot be changed unilaterally by either the chair or the faculty member.

Any elaboration or alteration of the contractual duties by means of the PRS shall occur only by mutual written agreement between the faculty member and the department chair. Guidelines follow.

- At the time of appointment, the department chair and the new faculty member agree on a position responsibility statement that is based on the position announcement.
- The position responsibility statement should be reviewed annually during the annual meeting between the faculty and department chair.
- Any modifications in the position responsibility statement must be agreed between the department chair and the faculty member.

Required Elements, from *ISU Faculty Handbook* (section 3.4.2.1)

Every PRS should be a brief document and must include the following information:

Name of faculty member and faculty salary base
Title
Primary department (tenure home)
Secondary department (if applicable)
Description of areas of position responsibility
Signatures of the faculty member and department chair(s)
Signature date
Formal review date

Colleges may require additional statements or information to clarify the nature of faculty position responsibilities.

Procedures for mediating PRS disputes are outlined in the *ISU Faculty Handbook*, (section 3.4.4)

4.2. Joint Appointments

Procedures for the appointment and evaluation of faculty members by more than one department are as set out in the *ISU Faculty Handbook* (section 3.3.8).

5. Faculty Evaluation

The *ISU Faculty Handbook* sets out the policies and procedures for annual reviews, for the review for appointment renewal of tenure-track faculty, and for promotion and tenure reviews.

The responsibilities of the chair in the evaluation process include the following: informing all faculty in writing and at an orientation meeting of the personnel policies of the institution; clearly stating in writing the conditions of employment, including tenure status and the length of appointment and probationary status reviewing with individual faculty the results of all evaluations; and providing, in writing, faculty grievance procedures. The *ISU Faculty Handbook*, *The College of Design Governance Document*, and this document provide the university and college evaluation procedures. As a part of the evaluation process individual faculty have the responsibility to provide a clear and complete listing, including documentation of their professional activity and accomplishments in an Annual Faculty Activity Report (FAR) to their department chair and appropriate department and college committees. It is also the responsibility of faculty to fully understand the context and implications of individual evaluations and be informed of the appropriate procedures available to them in the event of an unsatisfactory evaluation. Faculty questions or concerns regarding promotion and tenure standards and procedures should be reviewed with the chair and/or the dean. The faculty member has the right to respond in writing to any evaluation and to make that response part of his or her employment record.

5.1. Annual Faculty Evaluation

The chair informs faculty member of the departmental time frame and schedule for annual faculty evaluations and shall ask each faculty member to provide a written report following the format for Annual Faculty Activity Report (FAR), as provided by the chair. The report should be organized according to the categories of teaching, research/creative work/professional activities, awards/recognition and service and other. The chair shall evaluate the performance of each faculty member based on this report. The FAR serves as the basis for determining merit salary increase recommendations. The chair communicates in writing to each faculty the results of the performance evaluation at least two weeks prior to submitting the respective salary recommendations to the dean. Faculty members wishing to meet with the chair to express disagreement with the evaluations must do so within this two-week period. The faculty member has the right to communicate in writing his or her disagreement(s) with the chair's evaluation and to have that written response accompany the chair's recommendation to the dean. Both the faculty member and the chair must agree upon and sign the annual performance evaluation assessment contained in the chair's letter. The chair submits the merit salary recommendations to the dean along with appropriate evaluative documentation.

While each faculty member is encouraged to discuss concerns at anytime with the chair, the annual faculty meeting provides an opportunity for a comprehensive discussion of faculty performance, to clarify individual as well as department goals and to discuss promotion and/or tenure review.

5.2 Appointment Renewal

The department chair is primarily responsible for recruiting faculty, attending to faculty mentorship, supporting faculty development, and conducting faculty evaluations within their departments.

The appointment renewal review will be conducted at the department level by the chair and by a departmental faculty committee as required by the departmental governance document. The chair will provide the faculty member with a written evaluation that will include the decision to renew or not to renew the appointment, the facts upon which they relied, and related rationale connecting the facts to the decision. The faculty member will have two weeks within which to submit a letter to the chair or the dean in response to the findings of the department or the college as the case may warrant.

Departmental procedures are based on the college policies and procedures outlined in the *College of Design Governance Document*.

5.2.1. Appointment Renewal of Term Faculty

Term faculty have full-or part-time faculty appointments. The period of renewal for term faculty members will typically be based on guidelines set forth in the ISU Faculty Handbook. In order to allow a new term faculty sufficient time to establish an adequate record of performance, a peer review for appointment renewal must be conducted no later than one semester prior to the end of three years of continuous employment or at the term faculty member's appointment renewal, whichever is greater. Persons appointed as term faculty members must receive notice of non-renewal according to the guidelines set forth in the ISU Faculty Handbook.

The purposes of a review for appointment renewal are:

- review the cumulative performance of a term faculty member vis-à-vis the Position Responsibility Statement and progress toward meeting advancement standards;
- document the facts upon which the reviewers relied and clearly state the reasoned connection between those facts and the reviewers findings; and
- determine the recommendations concerning the renewal of appointment.

Three members of the departmental Promotion and Tenure committee will review the term faculty under consideration for reappointment. They will review their teaching, currency of scholarship in the field, and service and send a letter of recommendation to the chair.

The chair will notify the candidate with a written proposal for renewal within two weeks of receipt of the renewal committee's recommendation.

For the renewal of an appointment, a new Letter of Intent must be executed showing the terms and conditions.

A review for advancement to associate professor of teaching may be conducted at the end of six years or the completion of 12 semesters of employment (full or part-time). The three outcomes of this review include: recommendation for advancement to associate professor

of teaching; continuation of appointment as assistant professor of teaching; or non-renewal of contract. Refer to *ISU Faculty Handbook* (Section 5.4.1.1)

5.2.2. Advancement of Term Faculty

The department's standards for advancement for term faculty are consistent with those stated in the *ISU Faculty Handbook* and in the *College of Design Governance Document*.

A candidate for advancement to the rank of associate professor of teaching is expected to present evidence of:

1. Excellent Teaching and Advising (if applicable):
Documentation will include course syllabi, additional instructional materials, student course evaluations, and statement of teaching philosophy. Peer reviews may be included.
2. On-going Professional Development:
Documentation may include information on classes, workshops lectures, seminars or conferences attended or new skills developed through individual research.
3. Institutional Service:
List areas of service and provide evidence of quality when possible.
4. Exemplary performance in any other areas specified in Position Responsibility Statement.

A candidate for advancement to the rank of full professor of teaching is expected to present evidence of:

1. Excellent Teaching and Advising (if applicable):
Documentation will include course syllabi, additional instructional materials, student course evaluations, and statement of teaching philosophy, student awards, and student accomplishments. Peer reviews of teaching and teaching awards may be included.
2. Research/Creative Activities and Scholarship:
Documentation may include evidence of juried and invitational exhibitions or publications, presentations at conferences, and invited presentations reflecting area of expertise.
3. On-going Professional Development:
Documentation may include attendance at workshops and lectures, seminars or conferences attended, or new skills developed through individual research.
4. Institutional and Professional Service:
List areas of service and provide evidence of quality when possible.
5. Exemplary performance in any other areas specified in Position Responsibility Statement.

5.2.3. Appointment Renewal of Associate and Full Professors of Teaching Associate and full professors of teaching are term faculty with limited renewable term full-or part-time appointments. The period of renewal for an associate or full professor of teaching will typically be three years. Persons appointed as an associate or full professor of teaching

must receive notice by May 15 of the year preceding the end of the term appointment (or at least 12 months in advance of the end of the term appointment when the appointment end date is not May 15) of intent to renew or not renew.

The purposes of a review for appointment renewal are:

- review the cumulative performance of a term faculty member vis-à-vis the position responsibility statement and expected progress toward achieving yearly stated goals;
- document the facts upon which the reviewers relied and clearly state the reasoned connection between those facts and the reviewers findings; and
- determine the recommendations concerning the renewal of appointment.

A committee of three faculty peers (made up of members of the departmental P & T committee including a term faculty at or above the rank being reviewed) will review the term faculty under consideration for reappointment. They will review their teaching, currency of scholarship in the field, and service per the responsibilities stated in their PRS and send a letter of recommendation to the Chair.

The Chair will notify the candidate with a written proposal for renewal within two weeks of receipt of the renewal committee's recommendation.

Appointment renewal of associate and full professors of teaching must be approved by the dean and provost. The dean will forward the recommendation to the provost. The request for approval should include a summary of the review results and a statement regarding the continuing needs of the unit. For the renewal of an appointment, a new Letter of Intent must be executed showing the terms and conditions.

5.2.4. Appointment Renewal of Probationary Tenure-Track Faculty

Probationary tenure-track faculty under consideration for appointment renewal will be evaluated in terms of their potential and/or progress in meeting university/college criteria for promotion and tenure. The review will be conducted by the departmental P&T committee. The purpose of this review is to provide constructive, developmental feedback. A central component in this review is the candidate's written Position Responsibility Statement (PRS). This statement is to be used to interpret the extent, balance, and scope of the faculty's scholarly achievement.

The chair will notify each probationary tenure-track faculty who is contractually scheduled for appointment renewal review of this review by the date established in section 5.2.3 of this document. The chair will notify each candidate of the content of the review documentation and submission date. Timetable and dossier information is located in Appendix I.

Since, typically, a tenure-track faculty member receives an initial appointment with not more than a four-year term, the purposes of a review for appointment renewal are:

- review the cumulative performance of a tenure-track faculty member vis-à-vis the position responsibility statement and expected progress toward meeting tenure standards;
- document the facts upon which the reviewers relied and clearly state the reasoned connection between those facts and the reviewer's findings; and
- determine the recommendations concerning the renewal of appointment.

The period of renewal for a tenure-track appointment will typically be three years. The initial appointment and the renewal will thus result in an appointment span of seven years. A tenure review must be conducted no later than the sixth year. In the event of a denial of tenure, the faculty member will be given a one-year notice of termination.

In order to allow a new tenure-track faculty member sufficient time to establish an adequate record of performance, the review for the renewal of appointment will be conducted during the third year of the initial four-year appointment. The chair shall convene the P&T Committee in order to discuss criteria, answer procedural questions, and provide candidate(s) review materials. After this, the chair shall not be involved in the deliberations of the committee, which will elect its own chairperson. Within two weeks following the review, a meeting will occur with the P&T committee, the faculty member being reviewed, and the chair, to discuss the findings of the committee.

This review may result in a notification to terminate the appointment at the end of the four-year appointment period, which will also act as the required one-year notice of termination.

For the renewal of an appointment, a new Letter of Intent must be executed showing the terms and conditions of the appointment. In the event of a non-renewal of the appointment, a notification to that effect must be given to the faculty member at least one calendar year prior to the end-date of the existing appointment.

The candidate's documentation should parallel the guidelines for tenure and promotion as outlined in the *ISU Faculty Handbook* (section 5.2) and *College of Design Governance Document* (section 4) and will include the Position Responsibility Statement(s) for the period under review and curriculum vita. These documents provide information on the format and content of the Promotion and Tenure Vita and Faculty Portfolio including additional evidence required by the college.

The candidate documentation will be submitted to the chair by the date established in the letter of notification sent to the candidate by the chair.

6. Promotion and Tenure Review

The Promotion and Tenure committee, for the purpose of making advisory recommendations to the chair, will conduct appointment renewal reviews. Prior to the committee review, the chair will add to the candidate documentation the composite summary of student evaluations and comments of teaching covering the time period under review.

Based on the candidate's PRS, the committee will review the evidence of scholarship as documented by the candidate. The committee will use the standards for promotion and tenure as outlined in both the *ISU Faculty Handbook* (section 5.2.2.) and *College of Design Governance Document* (section 4) to guide its review.

The committee recommendation will include documentation of the findings of the review as outlined in the *College of Design Governance Document* (section 4). This recommendation will be submitted to the chair by the date established in writing by the chair in compliance with college and university calendars.

The chair has the responsibility for the final determination of the departmental recommendation for appointment renewal. The chair's recommendation, with reference to the input of the department committee, will be forward to the candidate and dean. The candidate has two weeks to respond in writing to the dean. Prior to making an appointment renewal decision, the dean will meet with the chair and possibly with the candidate.

After the appointment renewal recommendation by the dean, the chair will provide the candidate with a written evaluation that includes the appointment renewal decision, as well as facts and related rationale. The candidate will be notified of the decision no later than the date established in the *ISU Faculty Handbook* (5.2.4.2.5 Notification Procedure).

Other than the required review for tenure consideration at the conclusion of a probationary appointment, promotion and early tenure review will be determined by a process of self-nomination. The chair will invite interested faculty to meet with him/her by the deadline established in writing by the chair in compliance with college and university calendars.

The purpose of this conference will be to assess the faculty member's probability of success. Every effort will be made to mutually agree on a decision as to whether or not to proceed with a review. In cases of disagreement, the prospective candidate shall make the final decision. If after this conference the faculty member decides to seek promotion and/or early tenure, the chair shall advise on and oversee the development of the candidate's Promotion and Tenure Vita and Faculty Portfolio.

If a delay in the required review for promotion and tenure is warranted, the department will follow the provisions and guidelines for extension of the probationary period as outlined in the *ISU Faculty Handbook* (section 5.2.1.4.).

6.1. Candidate Documentation

The candidate documentation guidelines are outlined in the *ISU Faculty Handbook* (5.3.2. Faculty Portfolio) and *College of Design Governance Document* (section 4.5). These documents provide information on the format and content of the Promotion and Tenure Vita and Faculty Portfolio. The university and college documents provide additional relevant information on standards for promotion and tenure as well as qualifications for academic rank and tenure. The college document notes additional evidence beyond the university document to be included in the candidate's documentation (section IV.).

The candidate will provide the Promotion and Tenure Vita and Faculty Portfolio to the chair. The candidate will also submit a full curriculum vita and Position Responsibility Statement(s) for the period under review. The candidate documentation is due by the date established in Appendix I of this document.

6.2. Solicited Letters of Evaluation

- **Outside the Institution**

In accordance with the *ISU Faculty Handbook* and the *College of Design Governance Document* the chair will solicit letters of evaluations from impartial professionals outside the university. At least five letters should be solicited. The candidate should suggest names of potential reviewers, providing a short written rationale for their appropriateness. The candidate will prepare a digital dossier documenting accomplishments in scholarship, the Promotion and Tenure Vita, full curriculum vita; copies of all PRS; faculty portfolio; and the 25-page document that will ultimately be sent to the Provost. This is to be uploaded to CyBox by the date established by the chair per the outline in Appendix I and in the letter to the candidate and will be made available to each outside evaluator, and the P&T committee. In addition to the chair, it is recommended that the candidate solicit two faculty not on the departmental P&T committee to review the dossier and make recommendations prior to the document being made available for review.

- **Other Letters**

In accordance with the *ISU Faculty Handbook*, other letters may be solicited by the chair or departmental promotion and tenure review committee, (section 5.3.3.1.).

- **Department Promotion and Tenure Committee**

As noted in the *ISU Faculty Handbook*, “the promotion and tenure review committee will report in writing to the chair the results of its review, including all formal votes.” The content of this report is outlined in the *ISU Faculty Handbook* (5.3.3.2) and is to be completed by the date established by the department chair and aligned with the dates set by the university and the College of Design.

- **College Faculty Development Council**

The chair will prepare a Recommendation for Promotion and Tenure form for each candidate. The chair will follow procedures for forwarding recommendations, notification to the department promotion and tenure review committee and the candidate, and the right of review as outlined in the *ISU Faculty Handbook* (section 5.3.3.2).

6.3. Review Procedures

The chair shall convene the first meeting of the Promotion and Tenure Committee in order to summarize the number and types of reviews on hand, discuss criteria, answer procedural questions, and provide access to the candidate(s) review materials. After this, the chair shall not be involved in the deliberations of the committee, which will elect its own chairperson.

If reviewing an individual whose scholarship/research/instructional area is not represented by a member on the Promotion and Tenure Committee, the committee may seek the advice of faculty from the candidate's program area in order to clarify information presented. As

noted in the *ISU Faculty Handbook*, “any committee member who has a conflict of interest with respect to a candidate shall not participate in the consideration of that individual or have access to review materials.”

The committee will use the candidate’s PRS as the basis for review of the evidence of scholarship as documented in the candidate’s Promotion and Tenure Vita, Faculty Portfolio, and letters of evaluation provided by the chair or sought by the committee. The committee will use the standards for promotion and tenure as outlined in both the *ISU Faculty Handbook* and *College of Design Governance Document* to guide its review. During the review process, the committee may suggest modifications/refinements of the candidate’s Promotion and Tenure Vita and Faculty Portfolio for clarity and completeness. It will be the sole decision of the candidate to incorporate these suggestions or not prior to forwarding on the documentation.

The chair shall inform every candidate of the progress and/or outcome of each level of review in a timely manner and in accordance with the *ISU Faculty Handbook* (section 5.2.4.2.5.).

6.3.1 Timetable for Review

Before March 1 of the year preceding review: the chair will initiate the review process for the subsequent year. Candidates for tenure review and faculty interested in promotion consideration will meet individually with the chair. These dates will be adjusted to conform to requirements set by the University and the College of Design. See timetable in Appendix I.

7. Post Tenure Review

It is the overall philosophy and mission of this document to guide the development of departmental post tenure review (PTR) policies toward a vision of creative self-renewal and away from a punitive vision, which so threatens individual academic freedom. Toward this end, the Department of Art and Visual Culture hereby reaffirms its commitment to academic freedom and the institution of tenure, which is its surest guarantee.

The purpose of post-tenure review in the Department of Art and Visual Culture shall first and foremost be to encourage the creative renewal of the individual faculty member through a self-directed review that respects the right of each tenured faculty member to exercise personal choice over scholarly activities, within the general bounds of professional conduct. The PTR process must in all cases and aspects reaffirm the dignity and honor of the academic profession and the personal and professional respect to which a tenured faculty member is entitled.

7.1. Procedures for Post Tenure Review

Each individual tenured faculty member shall be reviewed no more than once every seven years, except that an earlier review may occur upon the written request of the faculty member in question. Specifically, except by such individual request, no PTR shall commence until seven complete academic years have passed since the most recent of the following dates: the effective date of the appointment to the ISU faculty; the effective date of the award of tenure; the complete date (after appeals) of the most recent review for

promotion; or the completion date (after appeals) of the previous PTR. No individual holding tenure in whole or in part in this department shall be exempt from review (except as outlined in the *ISU Faculty Handbook* (section 5.3.4.1)). The review period will be adjusted to exclude the period of major (75% or greater) administrative appointment within or without the department (i.e., the period since the applicable date determined in the previous paragraph until the administrative appointment and the period after this appointment will be combined to compute the seven complete academic years). Faculty members holding other administrative appointments within or without the department will be reviewed under the normal time schedule. However, no individual shall be scheduled for review in any year in which he or she will be absent from campus due to medical, disability, family, maternity, or paternity, faculty improvement, disciplinary, or other approved leave, paid or unpaid. Faculty members who are formally on phased retirement (i.e. paperwork has been signed and approved) will be excluded from PTR (except as outlined in the *ISU Faculty Handbook* (section 5.3.5.)).

The principal document establishing the faculty member's performance obligation is the faculty member's Position Responsibility Statement. If changes in the faculty member's duties resulted in several PRSs during the review period, the review committee should consider all of these PRSs. The review shall consider the faculty member's scholarship and other contributions in the areas of teaching and advising, research/creative activities; extension/professional practice and service activities as specified in the faculty member's PRS. The faculty member, whose professional competence has been rigorously established in the granting of tenure, is at all times entitled to a presumption of competence; the burden of proof for any contrary statement or finding must fall on those making said claim.

7.2. Post Tenure Review Committee

The faculty member under review and the chair shall jointly appoint that faculty member's review committee. The faculty member and chair shall ascertain that there will be no conflict of interest with the members of the PTR committee and the faculty member under review. The committee shall consist of 3-5 members, all of who shall hold tenured appointments and none of who shall hold administrative appointments. At least two to the committee members will be from the faculty member's departmental unit or for faculty with an extension and outreach appointment, faculty with a 50 percent or greater appointment in extension and outreach. At the request of the faculty member under review, one or two panel members may be chosen from outside the member's department. In all cases, however, the review committee members shall possess relevant knowledge and experience in the general field and/or area of the individual member's specialization. The function of this review committee is to provide an independent perspective to assist the faculty member in his/ her review process.

7.3. Review Procedures

Reviews will normally occur in spring semester. Faculty members to be reviewed shall be notified in writing by the chair during the second week of the fall semester of their upcoming review the following academic year.

7.4. Submission of Documentation

Materials for review by the PTR committee, in the form of a PTR portfolio, will be submitted digitally to the committee no later than the end of the first week of classes during the spring semester.

7.5. PTR Committee Review

The chair will convene the first meeting of the committee to review the purpose and procedures of the PTR. After this the chair shall not be involved in the deliberations of the committee, which will elect its own chairperson. The PTR committee will use the PTR portfolio submitted by the faculty member as the basis of their review.

The review of teaching shall consider the complete range of evidence available. While student evaluations should be included, sole or even predominant reliance shall not be placed on this one source. Rather, the entire portfolio of teaching materials shall be examined. Measurements of actual student performance should be compared to established standards appropriate to the courses in question. The faculty member being reviewed may request classroom visits by one or more members of the review committee.

The standards and methods used to review research/creative activity must respect the right of the tenured faculty member to select his or her own topics for investigation and study and to pursue these topics patiently and thoroughly over the course of the academic career. Emphasis in the review must be placed on the overall scholarly merit of the research/creative activity. The PTR committee is expected to familiarize themselves with and evaluate the faculty member's entire body of scholarly inquiry.

The committee may request additional supporting materials from the faculty member and/or meet with the faculty member for clarification. After individual review of the portfolio, the PTR committee will convene to discuss their observations and prepare a written statement. This review will be completed by the end of the sixth week of classes during the spring semester.

7.6. Reporting Findings

Within two weeks following the review, a meeting will occur with the PTR committee, the faculty member being reviewed, and the chair, to discuss the findings of the committee. At the conclusion of the meeting, PTR committee must present their written report to both the faculty member being reviewed and the chair. The faculty member may respond in writing within two weeks to any issue of the PTR and the committee's report. Any written response shall become a part of the review record.

After no less than 10 working days, the chair will review with the faculty member the findings; the faculty member's written response, if any; and a plan for future development based on goals and suggestions derived from the PTR.

The chair will send a letter to the faculty member stating these findings and will send a letter to the dean with the findings and conclusions as well as any future plans explained in detail. The PTR portfolio, chair's letter, PTR coversheet with evaluations, and a copy of the department's current PTR criteria will be submitted to the dean.

7.7. Conclusions and Consequences

The policy of PTR does not change the circumstances under which tenured faculty can be dismissed from the university. Grounds for dismissal remain those listed in the *ISU Faculty Handbook* (chapters 7 and 8). A PTR committee shall not recommend any adverse personnel action without the written consent of the faculty member being reviewed.

Any recommendation of a PTR committee for new directions or other improvements in teaching, research/creative activities or extension/outreach shall be accompanied by a specific identification of the resources needed to accomplish the recommendation. Both the department and the university shall make good faith efforts to provide these resources within a reasonable time. Recommendations not supported within a reasonable time shall be null and void for purposes of any future PTR or other evaluation.

The faculty member being reviewed shall receive copies of all findings, conclusions and recommendations of the PTR committee, and on request, of any written evidence on which they are based. The findings, conclusions, or recommendations of the PTR committee nor the evidence on which they are based shall be circulated to anyone besides the chair without advance written permission of the faculty being reviewed. All copies of this PTR file shall be returned to the faculty member following completion of any subsequent post-tenure or promotion review.

7.8. Faculty PTR Documentation

Each faculty under PTR will submit a digital PTR portfolio for consideration to the PTR committee, uploaded to CyBox. The portfolio should document the activities and achievements in support of scholarship and the individual PRS(s) related to the review time period. At the first PTR, a faculty member who has been tenured or in academic rank for a period longer than the seven academic years (as described in 3.2.1 above) has the option of documenting the last seven years or the years since the last change in rank or tenure.

The PTR Portfolio will include three sections:

- 1) A personal appraisal of the faculty member's performance during the review period;
- 2) An outline of activities and achievements in teaching/advising, research/creative activities, extension/professional practice, and institutional/professional service, and;
- 3) Support materials for 1 and 2 above.

7.8.1. Required Support Materials

- Position Responsibility Statement(s) for the review period
- Current complete academic curriculum vitae
- Faculty activity reports (FAR) for the period under review
- Student evaluations and student learning outcome assessment measures and evidence of achievement for the period under review

7.8.2. Optional Support Materials

- Teaching portfolio of materials such as syllabi, examinations, assignments, project descriptions
- Documents related to responsibilities as graduate POS member or major professor
- Visual evidence of creative output
- Written evidence of scholarly presentations and publications
- Written evidence of grants and awards received

8. Policy for Evaluating the Department Chair

The department chair is reviewed by the dean with the assistance of the department faculty, normally in the penultimate year of the contract; Ad hoc committees may be identified by the dean or the chair to assist in the evaluation of performance and development. Reviews result in the following outcomes: a self-assessment by the chair, a performance evaluation of the chair and office, and the provision for formal consultation involving the dean, the chair and the department faculty.

Following this appraisal the dean and the chair discuss results with reviews, thus providing an opportunity for exchange of ideas that would be of benefit to the individual, the department, and the college.

9. Grievance Procedures

Faculty members who believe they have been treated unfairly in matters related to their employment may appeal their cases through administrative channels or the Faculty Senate Committee on Appeals. The steps to be taken for each appeal channel are described in detail in the *ISU Faculty Handbook* (chapter 9).

For appeals through department channels, grievances should be presented in writing to the chair. The chair must, in accordance with the *ISU Faculty Handbook* respond in writing within 20 working days of the date the appeal was received. In investigating a grievance, the chair may consult with members of the department faculty and/or staff as appropriate. In addition, the chair may name an ad hoc committee to aid in the investigation.

If the appeal is not resolved at the department level or to the satisfaction of the faculty member, he/she may appeal to the dean and to the provost. The provost may refer the matter to the Faculty Senate Committee on Appeals.

10. Amendment and Interpretation of the Governance Document

All changes in this document will be made by electronic ballot. The proposed changes must be discussed at a regular or specially called faculty meeting with electronic ballot provided for the faculty following the meeting. The vote must indicate the support of a majority of the department faculty to amend the governance document. The chair will send written notice to all voting faculty indicating the nature of the vote and the need for participation.

When different interpretations of the governance document or department policies arise, the chair decides the matter and reports to the faculty the interpretation to be followed. Any faculty member who disagrees with this interpretation may take the matter to the faculty

for resolution. The chair's interpretation may be overridden by a majority vote of the faculty by electronic ballot.

Proposed amendments to the governance document, excluding the appendices may be requested by the chair or by the voting members of the faculty. Proposed amendments are submitted to the chair for inclusion on the agenda of the succeeding department faculty meeting. At that meeting, the proposed amendment will be presented to the faculty. At the next department faculty meeting, a simple majority vote of those voting faculty present shall be required for the proposed amendment to be submitted to the entire faculty for vote by electronic ballot. Two thirds of all voting faculty must vote in the affirmative for passage of an amendment. Amendments to the appendices are accomplished through simple majority vote of the voting faculty.

11. Department Records

The chair is archivist and caretaker of all department records and is supported in this activity by the departmental administrative specialist and other staff assigned to duties described below. A copy of all non-confidential records shall be kept in a place available to any faculty member of the department. This includes:

1. The governance document, including mission statement, promotion and tenure document, statement outcomes assessment document and other department policy statements;
2. Official university documents such as the *ISU Faculty Handbook*, *College of Design Governance Document*, the *Graduate College Handbook*, and the ISU Office Procedure Guide;
3. Annual reports of the department and (if available) college;
4. Minutes of all department meetings;
5. Class lists, mid-term class lists and other enrollment information;
6. Course outlines/syllabi for all courses offered by the department;
7. Current vita for all faculty.

Confidential records are open only to the chair. These include:

1. Personal information in confidential personnel files of faculty members;
2. Student files, which are also open only to the student and his/her faculty advisor (and if appropriate, to faculty on a need-to-know basis) and;
3. Grade report lists of all courses.

During periods when the chair is on vacation or otherwise absent from the department, one of the senior member of the faculty will be publicly delegated by the chair to act as caretaker of the records.

Appendix I: Guidelines and Timetables for Reviews

I. Timetable for Promotion and Tenure

(Note: subject to change per Provost and Dean)

Year of Review: (Note: candidate notified by the chair, in writing, during the spring semester prior to year of review; timetable sent to candidate)

January 15

- Candidate's list of potential external reviewers (4 - 6) due to chair. (These need to be full professors in the candidate's area of expertise at comparable universities; museum directors, or other highly qualified persons. It is expected that at least 2 of these are persons not known to the candidate). Candidates will provide a short, written rationale for their appropriateness.

March 15

- Candidate's external review dossier and 25-page document made available to chair and two faculty for review and comment

April 20

- Candidate's revised external review dossier uploaded to CyBox.

June, July, August, year of review

- Candidate revises 25-page digital file and additional documentation not included in the dossier or document for P&T committee review, due to chair by first day of classes fall term.

Friday, prior to start of fall term

- External reviewers' letters due to chair

September 4

- Departmental P&T Committee convened, meets with chair who presents candidate materials

October 1

- P&T committee writes letter to chair

October 7

- Chair writes letter to the dean and writes letter to candidate.

October 7

- Candidate reviews factual information in 25-page file and has opportunity to insert any new, relevant information.

October 15

- 25-page file submitted to the dean's office

November 1

- File is sent to College of Design Faculty Development Council

December

- College Council writes letter to the dean. The dean writes letter to the provost. The dean writes letter to candidate.

Following year:

January 15

- File is submitted to Senior Vice President and Provost's office

February/March

- Provost and President review cases and notify candidates
- April/May
- Iowa Board of Regents review cases and notifies president and provost
- May
- Candidate has final notification of process

II. Timetable for preliminary (third-year) review

(Note: subject to change per Provost and Dean)

Fall Semester: Chair sends letter to candidate with due dates and instructions for portfolio/dossier

Spring Semester:

February 1

- Candidate uploads portfolio/dossier to CyBox

March 1

- P&T committee letter of assessment due to chair; chair, candidate and committee meet to discuss findings

April 1

- Chair sends letter to Dean

May 1

- Candidate portfolio/dossier due to Provost

III. Timetable for Post Tenure Review

(Note: dates may vary by a day or two)

Fall Semester prior to year of review

- By second week, Chair sends letter to faculty with due dates and instructions for dossier

Spring Semester prior to year of review

- Chair meets with faculty to determine three to five members for the review and contacts these faculty.

January of review year

- All materials uploaded to CyBox by the Friday prior to the start of classes.

First week of that semester

- Chair convenes committee and provides access to dossier

March 1

- Chair and faculty meet with committee to review findings

March 15

- Committee submits letter to Chair

April 1

- Chair sends letter to Dean

Appendix II: Promotion and Tenure: Tab 1 & 2

Instructions for Tabs 1 and 2 of Promotion and Tenure Dossiers

College of Design, Iowa State University

Approved 22 March 2016 by the College of Design Faculty Development Council

Context

Iowa State uses a five-tab format for submission of materials throughout the promotion and tenure review process. These are:

Tab 1: Position Responsibility Statement (PRS) and VITA

Tab 2: Documentation of candidate's scholarship and performance

Tab 3: Department Evaluations

Tab 4: College Evaluation

Tab 5: External Letters

While supplementary materials may be sent to external reviewers and made available to departmental and college review committees, only the materials included in these five tabs are forwarded to the Senior Vice President and Provost.

Materials in Tabs 1 and 2 constitute part of the "factual record" which the candidate prepares and reviews before it is forwarded to the college and the SVPP (FH 5.2.4.2.6). Contents of Tabs 1 and 2 are:

Tab 1: PRS and VITA

1. Position Responsibilities

Include copies of both current PRS and any prior PRS statements operative during the period of review. Describe any changes in your PRS during this evaluation period or since your last promotion.

2. Vita

The vita is a listing of the candidate's faculty activities and accomplishments put together by the candidate. (See Faculty Handbook 5.3.1.1 for details on what to include.)

- *The vita should be organized by standard categories and in reverse chronological order (most recent items listed first).*
- *When listing publications, candidate should include page numbers for all items in print.*
- *The candidate's role in any collaborations –whether teaching, grants, publications, or other activities—must be clearly explained.*
- *If listing graduate students, candidate should indicate graduation dates.*

Tab 2: Promotion and Tenure Portfolio

Tab 2 – Promotion and Tenure Portfolio – comprises up to 25 pages in which candidates make their case for promotion. Tab 2 is the primary text used by external reviewers, departmental and college reviewers, and the Provost to review P&T cases. It is the primary means of demonstrating that the criteria for advancement, as defined in the ISU Faculty Handbook, the College of Design Governance Document, and one's departmental governance document, have been met.

Key elements are:

- *Candidate Statement on Scholarship – the core of the 25 pages – where the case for national distinction is articulated.*
- *Summary of Accomplishments and Impacts.*

- *Sections on each area of one's PRS to establish effectiveness in the following order: Teaching, Research/Creative Activities, Extension/Professional Practice/Engagement, and Institutional Service.*

Tab 2 need not repeat information included in the CV and should focus on work accomplished during this evaluation period or since one's last promotion. Faculty seeking promotion to full professor may include earlier work to provide context for their promotion case. Tab 2 must follow the outline below using the same titles and order. Italicized text is included for guidance and should not be include in the version submitted. Tab 2 must not exceed 25 pages in length including the "table of courses taught." The "table of courses taught" will be prepared and provided by staff in the college's Administrative Services Office. Questions about this table should be referred to the college's HR Liaison. Cover pages and table of contents are unnecessary and reduce the number of pages available for text. Please use 10 point or larger text and include page numbers.

Date:

Name:

Department:

Current Rank:

1. Candidate Statement on Scholarship

Provide a statement describing your scholarship which weaves together all of your areas of performance into a coherent narrative and highlights your most significant contributions to your field.

Section 5.2.2.2 of the ISU Faculty Handbook defines scholarship as encompassing research, creative activities, teaching, extension, and professional practice.

2. Summary of Accomplishments and Impacts

Summarize the most significant and impactful accomplishments in all areas of responsibility and describes the quality and audience of venues in which your work has been published, exhibited, presented, etc. Highlight works that best illustrate excellence in scholarship as well as any awards, honors, etc. received for this work.

3. Teaching

ISU Faculty Handbook Section 5.2.2.3 defines teaching including the scholarship of teaching and learning.

A. Responsibilities

Summarize your responsibilities for teaching, advising undergraduate students, and advising graduate students as defined in your PRS.

B. Teaching Philosophy

C. Accomplishments and Impacts

Describe the most impactful accomplishments in teaching and advising, e.g. textbooks authored, innovative teaching methods developed, assessment methods developed, courses developed, curriculum development work, advising undergraduate and graduate students, etc.

D. Student Assessment of Teaching Effectiveness

A table that includes all courses you taught during this review period with student ratings of teaching effectiveness will be prepared by college staff using the format shown below and provided to you as a PDF for inclusion in this Portfolio Summary. This table can be attached to the end of the Portfolio Summary but

will be included in the 25-page count. For faculty seeking promotion to full professor, this table will include courses taught during the last seven years. Use this section to discuss any courses where instructor/course ratings are lower than departmental averages.

Term – most recent first	Course Number	Course Title	Enrollment	Number who Responded	Credits	Contact Hours	Instructor Overall Rating*	Dept. Average*	College Average*	Course Overall Rating*	Dept. Average*	College Average*

* 5 = excellent, 1 = very poor

E. Service

Describe leadership positions and/or service in professional societies, organizations, and events related to teaching.

F. Other Assessments of Teaching and Advising Effectiveness

Describe other external measures of teaching and advising effectiveness, e.g. peer evaluation of teaching, awards, honors, presentations on teaching methods, awards received by students for work completed under your supervision, etc.

4. Research/Creative Activities

ISU Faculty Handbook Section 5.2.2.4 defines Research/Creative Activities.

A. Area(s) of Focus

B. Accomplishments and Impacts

Describe in detail the most impactful accomplishment in research/creative activities along with importance of the peer-reviewed venues in which the work was published, presented, exhibited, etc. Report impact and citation metrics for publications, exhibitions, completed works, etc. when available. Describe sponsored funding supporting research/creative activities and the significance of the funding organization.

C. Service

Describe leadership positions and/or service in professional societies, journals, foundations, organizations, and events related to research/creative activities.

D. Other External Measures of Excellence and Impact

Describe other external measures of excellence and impact, e.g. awards, honors, patents, invitations to present/exhibit work, etc.

5. Extension/Professional Practice/Engagement

Include this section only if it is an element in your PRS.

ISU Faculty Handbook section 5.2.2.5 defines Extension/Professional Practice. In addition to this definition, the college also recognizes “engagement” as part of this area. Community Engagement as defined by Carnegie Foundation’s Classification for Community Engagement is “collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” Source: New England

A. Area(s) of Responsibility

B. Accomplishments and Impacts

Describe in detail the most impactful accomplishment in extension/professional practice/engagement along with importance of the peer-reviewed venues in which the work was published, presented, exhibited, etc. Report impact and citation metrics for publications, exhibitions, completed works, etc. when available. Describe impact of the work on communities, organizations, the general public, etc. Describe sponsored funding/commissions supporting extension/professional practice/engagement and the significance of the funding organization.

C. Service

Describe leadership positions and/or service in professional societies, organizations, communities, governmental agencies, and events related to extension/professional practice/engagement.

D. Other External Measures of Excellence and Impact

Describe other external measures of excellence and impact, e.g. awards, honors, invitations to present/exhibit work, etc.

6. Administration

Included only if administration is a PRS element.

A. Areas of Responsibility

B. Accomplishments and Impacts

C. Measures of Excellence and Impact

7. Institutional Service

ISU Faculty Handbook section 5.2.2.6 defines institutional service.

A. Institutional Service Accomplishments and Impacts

Describe the most impactful accomplishments in institutional service including leadership roles on significant department/college/university councils/committees, search committees, accreditation preparation teams, etc.

B. Measures of Excellence and Impact

Describe honors, awards, etc. received for service.