

DEPARTMENT OF ART AND DESIGN

DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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(Official document prepared by Faculty Personnel Services)**

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DEPARTMENT OF ART AND DESIGN

I. Introduction

A. Definition of Voting Eligibility

1. The Department of Art and Design recognizes as voting faculty all regular and fixed-term faculty with an appointment of .50 FTE or greater in research and/or instruction.
2. Exceptions to the Definition
 - a. Only members of the regular faculty may vote on faculty personnel matters, including but not limited to: appointments, reappointment, tenure, promotion (professional salary adjustment), sabbatical and other leaves of absence, recommendation of the Chairperson, etc.
 - b. Faculty members applying for reappointment, promotion, sabbatical, and/or tenure may not vote on their own application. Also, faculty members currently or previously related to the applicant by family or marriage, or who have or have had a relationship with the applicant which would make it impossible to make an unbiased recommendation, shall not be involved in personnel discussions or recommendations affecting the applicant.
 - c. Determination of personnel policy may only be considered and voted upon by the regular faculty.
 - d. All departmental matters not covered by the collective bargaining Agreement may be considered and voted upon by regular faculty, fixed-term faculty with appointments of at least half-time, and all Professional and Administrative personnel.

B. Definition of Voting Procedures

1. For personnel recommendations, a quorum for action shall be defined as 2/3 of those eligible to vote. All positive personnel recommendations require a simple majority vote of the entire eligible voting faculty (not the attending). Personnel recommendations shall be determined by a secret written ballot. The vote tally shall be reported to the Dean.
2. For all other recommendations, a quorum shall be defined as a simple majority of those eligible to vote. For these decisions, positive

recommendations require a simple majority vote of the attending eligible voting faculty.

3. Absentee and/or proxy balloting is permissible. See Section C.8 below for restrictions to this part of the voting procedures.

C. Schedules of Meetings, Procedures for Notification of Meetings

1. Regular faculty and P&A staff are expected to attend all faculty meetings.
2. Regular departmental meetings shall be scheduled at least once a month during the academic year.
3. Department members are to be provided with an agenda for the meeting at least three working days in advance of these meetings. Failure to provide a complete agenda as described may invalidate some or all of the results of the meeting.
4. The Chairperson may schedule additional meetings of the department upon approval of the Executive Committee. Such meetings will require the issuance of an agenda as described in Item 3 above.
5. Urgent matters may necessitate the calling of emergency meetings at the discretion of the Chairperson. Such meetings shall not require the issuing of an agenda as described in Item 3 above.
6. Minutes of department meetings will be taken.
7. The minutes of all department meetings are to be formally approved and accepted as the first item on the agenda of the next meeting.
8. Faculty members absent from a department meeting will be allowed to vote by absentee ballot or proxy on personnel matters if the following conditions are met; request of absentee and/or proxy balloting must be made in writing to the Chairperson at least one (1) working day in advance of the meeting at which the vote is scheduled to occur and the request must be approved by the executive committee. Faculty will not be allowed to vote by absentee ballot or proxy on non-personnel matters.
9. All department and committee meetings will be conducted according to Robert's Rules of Order.

D. Procedures for Revising Departmental Procedures, Criteria, Standards, and Bylaws

1. Suggestions for revision must be made in writing to the Chairperson of the department.
2. The Chairperson will bring any suggestions to the Executive Committee (see definition II.B.1) for discussion.
3. Upon the recommendation of the Executive Committee, the suggested revision will be presented to faculty at the next regular departmental meeting.
4. Upon approval of the suggested revision by the faculty, it will be forwarded to the Dean for action.
5. Voting procedure will be consistent with that outlined in Item I.B. above.

E. Inconsistent Provisions

If any provision in this document is inconsistent with provisions in the Agreement, university policy, state or federal law or regulations, or any accreditation or certification standards, such inconsistent provision shall be null and void.

II. The Governance Structure and Operating Methods of the Department of Art and Design

A. The Position of Chairperson

1. Expectations of the Chairperson. In addition to the expectations of the Chairperson outlined below, additional expectations are included in the Chairperson's letter of appointment and the "Duties of the Chair" issued by CMU.
 - a. Administrative Functions: The Department Chairperson is the chief administrative representative of the Department of Art and Design faculty and the chief representative on campus of the Department of Art and Design. The Chairperson responds to administrative assignments from the Dean or Provost, maintains disciplinary standards on campus, and meets the reasonable expectations of departmental faculty. The Chairperson will:
 - (1) Communicate effectively and promptly departmental needs and desires to the Dean;

- (2) Communicate promptly and interpret College and University decisions to the faculty;
- (3) Maintain open lines of communication among areas within the department and encourage an appropriate balance between areas;
- (4) Encourage the development and improvement of departmental curriculum;
- (5) Prepare catalog information in accordance with deadlines;
- (6) Schedule class offerings;
- (7) Assign faculty to classrooms, laboratories, and studios;
- (8) Take a leading role in recruiting and retaining excellent faculty;
- (9) Encourage high faculty morale by preventing and resolving conflicts and by allocating equitable faculty responsibilities;
- (10) Supervise staff and fixed-term faculty;
- (11) Respond to requests for leaves and other personnel matters;
- (12) Maintain departmental records to comply with freedom of information regulations;
- (13) Monitor the condition and safety of departmental facilities and see to their repair or replacement, as appropriate;
- (14) Monitor the requisition of supplies, equipment, materials, and other class needs;
- (15) Finalize and implement a departmental operating budget, provide direct supervision of and accountability for this budget, and report to the faculty at the end of each semester;
- (16) Facilitate and encourage grants and contracts from extramural sources;

- (17) Supervise the preparation of the department for accreditation and other reviews;
 - (18) Supervise preparation of annual assessment report;
 - (19) Seek the advice of the Executive Committee (see definition II.B.1) as to departmental communication and overall department operation.
- b. Faculty and Personnel Duties: Among the most important duties of the Chairperson are those relating to faculty personnel recommendations. The success of the Department is frequently dependent upon the abilities of the Chairperson in this regard. Among the specific tasks are:
- (1) Summarize faculty recommendations relative to promotion, tenure, reappointment, and share these decisions with the individual involved and the faculty as soon as possible, but no later than ten (10) working days prior to the time recommendations are made to the Dean;
 - (2) Seek to improve faculty performance by encouraging and acknowledging excellence in teaching, scholarly and creative activity, and service;
 - (3) Recommend eligible faculty members for the Graduate Faculty in accordance with faculty recommendations;
 - (4) Supervise orientation of and appoint mentors as requested for new members of the department.
- c. Liaison Functions: The Chairperson has primary responsibility for representing the department and the discipline to the College, the University, and the community-at-large. Among the specific duties, the Chairperson is expected to:
- (1) Help to develop a strong departmental image and reputation on and off campus and attend to public relations on and off campus;
 - (2) Promote interdepartmental and interdisciplinary cooperation.
- d. Student-Related Duties: The recruitment and retention of outstanding students is often dependent upon how wisely and

effectively the Chairperson responds to student needs. The Chairperson is expected to:

- (1) Support student clubs and organizations that help foster achievement and professional development;
 - (2) Assist in recruitment and retention of talented students;
 - (3) Oversee student notification of special registration procedures and enrollment criteria, and administer those procedures when appropriate;
 - (4) Assist faculty in advising to insure correct information is being given to students.
- e. Role Characteristics: The Chairperson's duties will be consistent with the duties specified in the Agreement.

2. Procedures for the Subsequent Reappointment of the Chairperson

- a. No later than 30 days after the first regular class day of the Fall Semester in the final year of appointment as Chairperson, the incumbent will indicate to the faculty whether or not he/she wishes to serve for an additional designated term.
- b. Inform the incumbent Chairperson requesting reappointment that he/she must submit a written request including supporting materials (which show department involvement, college- and university-wide activities, and community and professional service such as letters and other documentation from the faculty and individuals outside the department).
- c. If the incumbent wishes to serve another term, the regular faculty shall elect a Review Committee as follows:
 - (1) Include at least five (5) but not more than seven (7) tenured or tenure-track faculty, at least four of whom are tenured;
 - (2) Represent as many of the areas of the departmental offerings as possible.
- d. The Review Committee shall implement the following procedures:
 - (1) The Review Committee places the presentation on the agenda of a regular scheduled departmental meeting.

- (2) Provide the incumbent the opportunity to state her/his case verbally, with any supporting materials relating to her/his duties and possible future plans as Chairperson he/she wishes to present at the meeting.
 - (3) Call and chair a meeting of all eligible regular voting faculty, minus the incumbent Chair, to discuss the completed evaluation after which all qualified regular voting faculty, excluding the candidate, will be provided a ballot and envelope. Voting procedure will be consistent with that outlined in Item I.B. above.
 - (4) Ensure that sealed ballots are returned to the Department of Art and Design within five (5) working days of the meeting.
 - (5) Call a meeting of the Department of Art and Design Executive Committee to count the ballots.
 - (6) Present and discuss the evaluation and voting results with the Dean to see if there is agreement on continuing or terminating the incumbent Chair's term.
3. Methods for providing annual formal review as called for in the Agreement
- a) The faculty will conduct an annual review of the Chair (the results of which will be conveyed to the Dean) and provide informal annual feedback to the Chairperson during the second semester of each school year, as per the current Agreement.
 - b) Provide all regular faculty, including the incumbent Chairperson, and the Dean, a copy of the "Chairperson Evaluation Form" based on expectations of the Chairperson outlined above.
 - c) See that all evaluation forms are completed and returned to the Review Committee within five (5) working days of the meeting.
 - d) Provide the regular faculty, incumbent Chairperson, and Dean with a written summary of the results of the evaluation forms.
4. Search procedures for a Chairperson

If, for whatever reason, the incumbent Chairperson will not continue her/his current term or will not be reappointed to a subsequent term, the following procedures are followed:

- (1) The regular faculty will meet to recommend whether to conduct either an internal or an external search for the position of the Chairperson. The Dean will then be notified of the faculty's recommendation.
 - (2) If an internal search is recommended and is approved by the Dean, the Department will immediately notify the Art and Design faculty of the Dean's approval and open up a ten (10) day nomination process. During this ten (10) day period, candidates for the position must officially declare their intentions of running for the office by submitting a letter to the Executive Committee.
 - (3) At the end of the ten-day period, the Executive Committee will inform the faculty of all applicants and schedule a meeting in which regular faculty will consider their applications. During the meeting, candidates for the position will be allowed to present their credentials and state their qualifications to the whole faculty. A discussion without the candidate(s) will ensue. A ballot vote (format to be determined by the Executive Committee) will be placed in regular faculty's mailboxes. Voting procedure will be consistent with Item I.B. above.
 - (4) If an external search has been recommended, the Chairperson will within ten (10) days initiate a request to the Dean's office for an external search.
 - (5) Should an external search be approved by the Dean and the Provost, a search conforming to college and university guidelines will be conducted.
 - (6) If an external search fails to produce a candidate satisfactory to the faculty or the university, or if an offer for the position is turned down, the faculty will recommend to the Dean whether or not to extend the search.
 - (7) Every effort should be made to conclude the search and the selection of a Chairperson before the end of the spring semester.
5. All other procedures for the appointment, reappointment, or formal review of the Chairperson will be consistent with the current Agreement.

B. The Executive Committee

1. Composition

Membership will consist of the Chairperson (who serves as chair of this committee) and four additional full-time regular faculty, at least two (2) of whom are tenured.

2. Selection

- a. The Chairperson will appoint two faculty members; then the other two members are elected by the regular faculty during the final department meeting of the Spring Semester. Each member serves for one year, but may be reappointed or reelected in the following year.
- b. Vacancies resulting from resignations of members elected to the Executive Committee will be filled by a majority vote of the regular faculty. Vacancies resulting from resignations of members appointed to the Executive Committee will be filled by appointment of a new member by the Chairperson.

3. Duties

- a. Consider budgetary requests forwarded to the Chairperson and presented to the Committee; recommend a departmental operating budget and a list of priorities for equipment purchases; and recommend solutions for emergency budget issues to the Chairperson.
- b. Verify ballots for personnel issues.
- c. Consult with and make recommendations to the chair regarding operations and policies.

4. Procedures

- a. The minutes of the Executive Committee meetings will be reported to the Art and Design faculty within five (5) working days of their meeting.
- b. Any faculty member may request that the Chairperson place an item on the Executive Committee meeting agenda.
- c. The Executive Committee can conduct business provided not more than two (2) members are absent.

C. Personnel Committee

1. Composition

Membership will consist of the committee chair, who is also the departmental representative on the college personnel committee and four (4) additional tenured full-time regular faculty.

2. Selection

- a. The Department Chairperson will appoint one faculty member; then the regular faculty elects three other members during the final department meeting of the Spring Semester. Each member serves for three years, but may be reappointed or reelected when their term expires.
- b. Vacancies resulting from resignations of members elected to the Personnel Committee will be filled by a majority vote of the regular faculty. A vacancy resulting from resignation of the member appointed to the Personnel Committee will be filled by appointment of a new member by the Chairperson.

3. Duties

- a. Provide efficient and consistent application of Reappointment, Tenure, and Promotion criteria as outlined in the *Agreement* and department bylaws.
- b. Make available guidance and support for Reappointment, Tenure, and Promotion candidates.
- c. Consult with and make recommendations to the Chairperson regarding personnel.
- d. Provide leadership by means of having a member of the Personnel Committee serve on regular faculty hiring committees.
- e. Provide recommendations for reappointment.

4. Procedures

- a. Meet and review materials for Reappointment, Tenure, and Promotion as needed.

- b. Meet and review materials for Sabbatical and other leaves as needed.
- c. Review performance of, and make recommendations to retain or release, fixed-term faculty.
- d. The Personnel Committee can conduct business provided not more than two (2) members are absent.

D. Procedures for Enacting Curricular Change

1. Curriculum Committee membership will consist of three (3) full-time regular faculty, the chair of whom is the college curriculum committee representative.
2. Suggestions for changes in the curriculum must be submitted in writing to the Curriculum Committee.
3. Upon the recommendation of the Curriculum Committee, the suggested changes will be presented to the faculty.
4. Upon approval of the suggested curricular change by the faculty, the revision will be inserted into the curricular document and forwarded to the College Curriculum Committee.
5. Voting procedure will be consistent with that outlined in Item I.B. above.

E. General Faculty Responsibilities

These responsibilities are not necessarily a complete list. In carrying these (and any other) responsibilities, all faculty are advised that they must be aware of, and comply with, University, College, and Department policy and procedure. Moreover, it is a departmental expectation that faculty will conduct their various interaction with other faculty, staff and students according to the norms of a civilized society, thereby respecting personal differences and points of view.

1. All regular faculty and P&A staff are expected to attend and be actively engaged in department meetings and for committees to which they are assigned.
2. Faculty are expected to conduct their classes and maintain office hours as scheduled. Faculty should note the current Agreement and current college procedure regarding absence from scheduled duties.
3. Regular faculty in the Department of Art and Design are expected to teach nine (9) credit hours each semester.

4. In an effort to encourage scholarly and creative activities, faculty are encouraged to make use of offices or studio spaces for their work as long as they do not use expendable materials assigned for student use or interfere with actual class time usage.
5. Faculty should permit only students registered in an art course to use that area's facilities unless they have been granted permission by the area instructor(s).
6. Faculty must not permit art models to be photographed without a written consent signed by the model. Anyone using a model in the studio must use the department's model release form. The Chairperson must approve contracts used by students in the Department of Art and Design.
7. Funding for approved travel may be allotted to each faculty member annually through normal department procedures.
8. All faculty are expected to follow master course syllabi.
9. All regular faculty are expected to serve as academic advisor to students in their concentration.

F. Departmental Committees

1. Discussion of most standing committees in Art and Design will be found in the procedure pertaining to the charge of that committee elsewhere in this document.
2. The Chairperson will determine the necessity for and membership on ad hoc committees following consultation with the Executive Committee. In unusual circumstances, the Chairperson may convene an ad hoc committee without consultation with the Executive Committee.

III. Procedures, Criteria, and Standards Governing Personnel Matters

A. Procedures for Determining Departmental Recommendations for Reappointment, Tenure, and Promotion

1. It is the responsibility of faculty applying for reappointment, promotion, and/or tenure to familiarize themselves with the applicable provisions in the current Agreement and to follow those provisions.
2. The calendar for the submission of applications for reappointment, tenure, and promotion is included in the current Agreement. Late applications are a violation of the Agreement a consequence of which may be as severe as

a determination that no application has been, or can be, made. The Chairperson will remind faculty members of the due date for applications for these personnel matters. However, failure by the Chairperson to make this reminder will not be sufficient to overcome the faculty member's failure to file a timely application.

3. The faculty member submits a written request to be considered for reappointment, tenure, or promotion with their supporting materials. This request is in addition to her/his application and supporting materials. It is recommended that the faculty member request an advisory meeting with the Personnel Committee in advance of submitting supporting materials.
4. A complete file of all the candidate's supporting materials is placed in the Department of Art and Design office for review by all regular faculty. An in-depth review of these materials will be made by each member of the Personnel Committee prior to the candidate's presentation. This material must be available for examination in the main office at least ten (10) working days prior to presentation.
5. At a departmental meeting, the member making the request will state her/his case verbally with ALL supporting materials he/she wishes to present. Once submitted, no additional materials may be added to or removed from the file. The presentation will be of a limited duration, 10 minutes plus questions for reappointment and 20 minutes plus questions for tenure/promotion/salary adjustment.
6. The faculty may question the candidate making the request during the presentation.
7. The candidate will be excused following questioning to allow discussion of the candidate's materials among the faculty and invited back in to answer any additional questions from the faculty.
8. Each eligible member of the regular faculty will be given a ballot and an envelope after the department meeting where presentations are made. Each voting member is required to examine the materials prior to voting.
9. The ballots are sealed in the envelopes provided and cast in the ballot box provided in the departmental office within three (3) working days of the review meeting.
10. Within five (5) working days of the review meeting, the Executive Committee meets, opens, and counts the sealed ballots. The definition of voting procedures is detailed in Section I.B. of this document. The Executive Committee summarizes any comments added to the ballots and then places the ballots in the possession of the Chairperson, who shall be

charged with keeping them until final determination of the action is completed.

11. The Chairperson forwards positive recommendations from the regular faculty (with a breakdown of the vote) and her/his independent recommendation to the Dean of the College. Should the recommendation of the regular faculty be negative, and for promotion should the candidate request per the Agreement that the recommendation nonetheless be sent forward to the Dean, the Chairperson will forward the negative recommendation (with a breakdown of the vote) and her/his independent recommendation as above.
12. The Chairperson notifies the candidate in writing of the outcome of the vote of the regular faculty within three (3) working days. A meeting, if requested, between the candidate and the Chairperson to discuss the recommendation and convey the summarized comments is held within five (5) working days of receipt of the letter.
13. If the faculty member does not agree with the recommendation, he/she may ask for a review of the recommendation at a faculty meeting to be scheduled within five (5) working days of the meeting with the Chairperson. At this meeting, the candidate may restate her/his case, answer any questions, or otherwise clarify information available in her/his file. Steps 5-11 will be repeated. As per paragraph 6, no additional new materials will be added.

B. Documentation and Presentation of Supporting Materials

1. General Information
 - a. The three criteria (i.e., 1) achievements in teaching, scholarly/creative activity, service; 2) promise of future achievements; 3) future needs of the University) outlined in the Agreement are intended to assist applicants for tenure, promotion, and reappointment in the preparation of their files.
 - b. A positive recommendation from the faculty will be based on a weighted judgment of evidence in all three criteria with particular emphasis on the candidate's abilities in teaching and in scholarly and creative achievements.
 - c. It is the responsibility of the candidate to define, explain, discuss, or otherwise demonstrate, through the use of supporting materials, the merit of the case presented in her/his request for tenure, promotion, and/or reappointment.

- d. Supporting material must consist of evidence documenting achievement satisfactory for appropriate standards in the areas of teaching, research/creative endeavors and service. Presentation of the material in each category should include a brief narrative account that provides explanatory information, including documentation of the quality or merit of each citation. Where submitted work is the product of collaboration with another individual, the applicant must clearly state the nature of her/his individual contribution and the value of that contribution to the collaboration. Examples of appropriate supporting material are identified for each of the three criteria below.
 - e. In records of creative and scholarly achievements, the following should be borne in mind: Evaluation will be based on a weighted judgment of evidence that considers solo endeavors to indicate stronger evidence of recognition than group endeavors, and international, national, regional, state and local exhibitions to be weighted in that order. Publications, particularly refereed publications, will be considered a stronger indication of recognition than presentations.
2. Achievements to be documented:
- a. Teaching: Evidence of teaching quality is demonstrated by the candidate's understanding of subject matter, effective communication, availability for student advising and counseling, and ability to direct students in their research and creative work.
 - (1) Evidence of teaching quality must include teaching evaluations, such as the Student Opinion Survey, which can be supplemented by additional surveys.
 - (2) Additional evidence of teaching quality must be provided. This may include, but is not limited to, the following:
 - (a) Summary statement of teaching goals, objective, methodologies and accomplishments,
 - (b) Unsolicited letters, notes, and cards from students and alumni,
 - (c) Peer evaluations, either from within or outside the department,
 - (d) Course outlines, class assignments, and samples of assessment instruments,

- (e) Syllabi and other materials for new courses prepared and introduced by the candidate,
 - (f) Examples of students' work representative of assignments, with narrative of those assignments,
 - (g) Evidence of innovative teaching methods, materials, and courses,
 - (h) Evidence of the integration of new technologies, including class websites,
 - (i) Evidence of undergraduate teaching mentorship, including Student Research and Creative Endeavors grants and/or exhibition participation,
 - (j) Evidence of advising performance,
 - (k) Other relevant assessment data,
 - (l) Teaching awards, nominations, and recognitions,
 - (m) Student awards, nominations, and recognitions,
 - (n) Placement of students,
 - (o) Relevant grant-writing activities, indicating whether these are from internal or external sources,
 - (p) Undertaking professional training, certification, or accreditation related to teaching expertise,
 - (q) Participating in workshops, classes, technical courses, or short courses.
- b. **Scholarly and Creative Activities:** Candidate will present documentary evidence of their creative activities and/or appropriate evidence of scholarly activities. An outline of appropriate documentation for each discipline is provided below. To be included in this criterion, each citation should have been reviewed by peers and recognized as being worthy of distribution, and should have been exhibited or otherwise disseminated to the profession. It is the responsibility of the applicant to document the existence of these qualifications.

- (1) Studio Faculty
 - (a) The applicant must present evidence of continued involvement in studio activities and creative work. Applicant participation in exhibitions should meet or exceed the standard required for the appropriate personnel action.
 - (b) Documentation of creative activities may include, but is not limited to, the following:
 - (i) A statement describing the candidate's creative involvement, goals, and achievements in the studio,
 - (ii) Slides, CDs, videos or other appropriate examples of creative work as evidence of sustained creative involvement in candidate's own area of specialization,
 - (iii) Copies of publications that appeared as books, articles, journals, book chapters, white papers, essays, abstracts, reviews, citations, or on websites, including documentation of the review process leading to publication and extent of collaboration, if any (see III.B.1.d.),
 - (iv) Evidence of presentations, lectures, or workshops, including conference papers, programs, or proceedings, and including documentation of the review process leading to each and extent of collaboration, if any (see III.B.1.d.),
 - (v) Evidence of exhibitions or performances, including programs, publicity, CDs, photos, reprints, audio/videotapes, website, or external reviews, and including documentation of the review process leading to each exhibition or performance, of the extent of participation in each exhibition or performance (solo, group, collaborative), and of the scope of each (international, national, regional, state, local),

- (vi) Documentation of commissions of creative work,
- (vii) Reviewing an art exhibition or exhibition activity for an art or design publication,
- (viii) Participating in an artistic residency for the purpose of creative activity,
- (ix) Documentation of authorship of gallery, exhibition, or auction-house catalogues,
- (x) Documentation of the production of communication design media,
- (xi) Documentation of curating an art exhibition,
- (xii) Receiving recognition for creative endeavors from art and/or design organizations outside the university,
- (xiii) Evidence of relevant grant-writing activities, indicating whether these are from internal or external sources.

(2) Art History and Art Education Faculty

- (a) The applicant must demonstrate a continued involvement in research and demonstrate publication of their work.
- (b) Evidence of scholarly and creative activities may include, but is not limited to, the following:
 - (i) A brief narrative describing sustained research activity, goals, and achievements in the candidate's specialization,
 - (ii) Copies of publications that appeared as books, monographs, articles, journals, book chapters, white papers, critical essays, abstracts, reviews, newspaper columns, newsletters, citations, or on a website including documentation of the review process leading to publication and extent of collaboration, if any (see III.B.1.d.),

- (iii) Evidence of presentations, lectures, research reports, seminars, or workshops, including conference papers, programs, or proceedings, and including documentation of the review process leading to each and extent of collaboration, if any (see III.B.1.d.),
- (iv) Evidence of exhibitions or performances, including programs, publicity, CDs, photos, reprints, audio/videotapes, website, or external reviews, and including documentation of the review process leading to each exhibition or performance, of the extent of participation in each exhibition or performance (solo, group, collaborative), and of the scope of each (international, national, regional, state, local), documentation of authorship of gallery, exhibition, or auction-house catalogue,
- (v) Documentation of curating an art exhibition,
- (vi) Reviewing an art exhibition or exhibition activity for an art or design publication,
- (vii) Receiving recognition for scholarly endeavors,
- (viii) Evidence of relevant grant-writing activities, indicating whether these are from internal or external sources.

(3) Graphic Design Faculty

- (a) The applicant must demonstrate a continued involvement in the publication of communication design in any media. Applicant participation in publications and/or exhibitions should meet or exceed the standard required for the appropriate personnel action.
- (b) Evidence of creative activity may include, but is not limited to, the following:

- (i) A statement describing the candidate's creative involvement, goals, and achievements in the studio,
- (ii) Slides, CDs, digital images, videos, or other appropriate representations of creative work as evidence of sustained involvement in candidate's area of specialization,
- (iii) Copies of publications that appeared as books, monographs, articles on historical or theoretical design topics, journals, book chapters, white papers, critical essays, abstracts, reviews, newspaper columns, newsletters, citations, or on a website, including documentation of the review process leading to publication and extent of collaboration, if any (see III.B.1.d.),
- (iv) Evidence of presentations, lectures, research reports, design seminars, or design workshops, including conference papers, programs, or proceedings, and including documentation of the review process leading to each and extent of collaboration, if any (see III.B.1.d.),
- (v) Documentation of commissions of creative work,
- (vi) Reviewing an art exhibition or exhibition activity for an art or design publication,
- (vii) Evidence of design and/or art exhibitions or performances, including programs, publicity, CDs, photos, reprints, audio/videotapes, website, or external reviews, and including documentation of the review process leading to each exhibition or performance, of the extent of participation in each exhibition or performance (solo, group, collaborative), and of the scope of each (international, national, regional, state, local),

- (viii) Participating in an artistic residency for the purpose of creative activity,
 - (ix) Receiving recognition for creative endeavors from art and/or design organizations outside the university,
 - (x) Evidence of relevant grant-writing activities, indicating whether these are from internal or external sources.
- c. University Service: A candidate's commitment to the workplace and the community is demonstrated in activities outside teaching and scholarly and creative contributions. It is the applicant's responsibility to document the significance of all citations in this criterion, including specific activities, leadership roles, and accomplishments. Evidence of having consistently contributed expertise, time, and energy to the Department, College, and University may include, but is not limited to, the following:
- (1) Department Service
 - (a) Serving on at least one departmental committee for each year of the probationary period, and specifying the nature of one's participation,
 - (b) Serving on B.F.A., M.A., M.F.A., Ed.D. and/or Ph.D. committees,
 - (c) Advising and sponsoring student organizations,
 - (d) Receiving grants for improvements of facilities or for the purchase of equipment,
 - (e) Contributing to retention and recruitment activities for the department.
 - (2) College Service
 - (a) Service on College committees.
 - (3) University Service
 - (a) Serving on Academic Senate committees,

- (b) Election or appointment to boards and/or ad hoc committees,
 - (c) Election to the Academic Senate,
 - (d) Advising and/or sponsoring student organizations,
 - (e) Professional consultation within the limits of the University's Conflict of Interest policies,
 - (f) Arranging for displays of student artwork in campus-wide venues,
 - (g) Consulting in one's area of expertise for university units.
- (4) Other Service Activities: Public service or professional activities reflecting positively on the image of the Department, the College, and the University. Those activities may include, but are not limited to, the following:
- (a) Promotion of art activities within the campus and local communities,
 - (b) Contributions to civic and service organizations if related to the faculty member's discipline,
 - (c) Serving on professional or editorial boards or committees, indicating capacity of service,
 - (d) Consultation related to area of expertise,
 - (e) Refereeing articles or books for publication,
 - (f) Jurying a design or art exhibition,
 - (g) Membership in professional organizations and specifying level of activity in each,
 - (h) Attending professional conferences, indicating whether they are local, state, regional, national, or international and specifying level of activity at each.

C. Standards for Reappointment

1. Applicants must present clear evidence of appropriate progress towards attainment of the standards for tenure in the categories of teaching, creative and scholarly achievement, and service.
2. In addition to assessing the applicant's demonstrated achievement in all categories, the faculty's recommendation will contain an evaluation of the applicant's promise and her/his contribution to the future of the university.

D. Standards for Tenure

1. Applicants for tenure must possess an appropriate earned terminal degree. Studio faculty, including Graphic Design faculty, should hold the M.F.A.; faculty in Art History and Art Education must possess the doctorate.
2. Applicants for tenure must demonstrate a sustained record of excellence in teaching. For example, an excellent teacher guides and inspires students; stimulates intellectual interest and enthusiasm; keeps informed about new developments in the field; improves and contributes to methods of effective teaching; provides opportunities and direction for independent study; uses instructional technology effectively and creatively; directs graduate students; is capable of teaching a wide range of class levels from introductory through advanced.
3. Applicants for tenure must demonstrate a high degree of promise of attainment of national recognition in the applicant's field of expertise. An applicant for tenure must demonstrate the achievement of some standing within her/his discipline through the sustained dissemination of a coherent body of creative and scholarly work and show promise of attaining national recognition in her/his field. It is the responsibility of the faculty member to demonstrate the quality of the accomplishments presented as evidence.
 - a. Studio faculty applying for tenure must provide evidence of a strong recent record of accomplishments, including exhibitions and other presentations of creative work. Exhibitions must be juried, curated, or invitational. They can include state, regional, national, and international venues, and group or solo shows. Candidates working in alternative and/or non-traditional creative activities should be certain to provide adequate material to document the significance of their work.
 - b. Art Education and Art History faculty applying for tenure must provide evidence of a strong recent record primarily of scholarly

publication but also of professional presentations. All publications and/or presentations must be refereed, or vetted in some manner as to demonstrate quality.

- c. Graphic Design faculty applying for tenure must provide evidence of a strong recent record of publication, including professional presentations, and exhibition. Publications must be refereed and exhibitions must be juried, curated, or invitational. Consideration of this record will take into account the relative importance of the publication and exhibition venues.
4. Applicants for tenure must demonstrate an excellent record of sustained and significant service at all levels.

E. Standards for Promotion

1. Standards for Promotion to Associate Professor
 - a. Applicants for Promotion to Associate Professor must possess an appropriate earned terminal degree. Studio faculty, including Graphic Design faculty, should hold the M.F.A.; faculty in Art History and Art Education are expected to possess the doctorate.
 - b. Applicants for promotion to associate professor must demonstrate a sustained record of excellence in teaching. For example, an excellent teacher guides and inspires students; stimulates intellectual interest and enthusiasm; keeps informed about new developments in the field; improves and contributes to methods of effective teaching; provides opportunities and direction for independent study; uses instructional technology effectively and creatively; directs graduate students; is capable of teaching a wide range of class levels from introductory through advanced; and receives outstanding peer reviews.
 - c. An applicant for promotion to associate professor must demonstrate the achievement of regional recognition within her/his discipline through the sustained dissemination of a coherent body of creative and scholarly work. It is the responsibility of the faculty member to demonstrate the quality of the accomplishments presented as evidence.
 - (1) Studio faculty applying for promotion to associate professor must provide evidence of a strong recent record of substantial accomplishments, including exhibitions and other presentations of creative work. Exhibitions must be juried or curated. They can include state, regional,

national, and international venues, and group or solo shows. Candidates working in alternative and/or non-traditional media should be certain to provide adequate material to document the significance of their work.

- (2) Art Education and Art History faculty applying for promotion to associate professor must provide evidence of a strong and substantial recent record primarily of scholarly publication but also of professional presentations. All publications and/or presentations must be refereed, or vetted in some manner as to demonstrate quality.
- (3) Graphic Design faculty applying for promotion to associate professor must provide evidence of a strong and substantial recent record of publication, including professional presentations, and exhibition. Publications must be refereed and exhibitions must be juried or curated. Consideration of this record will take into account the relative importance of the publication and exhibition venues.

d. Applicants for promotion to associate professor must demonstrate an excellent record of sustained and significant service at all levels.

2. Standards for Promotion to Professor and for Professor Salary Supplement

- a. Applicants for promotion to professor and for professor salary supplement must demonstrate a sustained record of excellence in teaching above that attained for tenure and promotion to associate professor. For example, an excellent teacher guides and inspires students; stimulates intellectual interest and enthusiasm; keeps informed about new developments in the field; improves and contributes to methods of effective teaching; provides opportunities and direction for independent study; uses instructional technology effectively and creatively; directs graduate students; is capable of teaching a wide range of class levels from introductory through advanced.
- b. An applicant for promotion to professor and for professor salary supplement must demonstrate the achievement of national/international recognition within her/his discipline through the sustained dissemination of a coherent body of creative and scholarly work. It is the responsibility of the faculty member to demonstrate the quality of the accomplishments presented as evidence.

- (1) Studio faculty applying for promotion to professor and for professor salary supplement must provide evidence of a strong recent record of substantial accomplishments, including exhibitions and other presentations of creative work. Exhibitions must be juried, invitational or curated. They must include a preponderance of exhibitions at the regional, national, and international levels, and must also include solo shows. Candidates working in alternative and/or non-traditional media should be certain to provide adequate material to document the significance of their work.
 - (2) Art Education and Art History faculty applying for promotion to professor and for professor salary supplement must provide evidence of a strong and substantial recent record primarily of significant scholarly publication but also of professional presentations. All publications and/or presentations must be refereed, or vetted in some manner as to demonstrate quality.
 - (3) Graphic Design faculty applying for promotion to professor and for professor salary supplement must provide evidence of strong and substantial accomplishments, including exhibitions and other presentations of creative work. Publications must be refereed and exhibitions must be juried, invitational or curated. Consideration of this record will take into account the relative importance of the publication and exhibition venues.
- c. Applicants for promotion to professor and for professor salary supplement must demonstrate an excellent record of sustained and significant service at all levels.

F. Procedures for Selecting New Regular Faculty

1. The faculty will elect a Search Committee composed of three (3) regular full-time faculty with at least one (1) representative from the area related to the area of the search. This committee, in consultation with the Department of Art and Design Chair, will appoint a committee chairperson. The committee will prepare a job description for circulation. The committee members are expected to familiarize themselves with, and follow, all procedures for conducting a search established by the department, the college, and the university.

2. In all matters regarding the search, the department and its appointed committee will follow all procedures established by the university and the college.
3. This Committee will review all applications and recommend 3-6 finalists for review by the regular faculty. Finalists will be presented to the faculty for discussion and vote by secret ballot. If possible, a minimum of three finalists will be selected for on-campus interviews.
4. After candidates have been interviewed, a faculty meeting will be called at which time regular faculty will vote to develop a ranking of the candidates and a recommendation formulated to be forwarded to the dean concerning the conclusion of the search.
5. If a search fails to produce a satisfactory candidate, or if an offer for the position is turned down, the faculty will recommend to the Dean whether the search should be extended.

G. Procedures for Determining Sabbatical Recommendations

1. At the beginning of each academic year, the Chairperson will inform the faculty of application dates and procedures.
2. Sabbatical leave proposals must be submitted and processed in compliance with the Sabbatical Leave provisions of the Agreement and Administrative Rules and Procedures promulgated by the President.
3. Application does not assure approval. Applications will be reviewed by the regular faculty relative to the provisions of the current Agreement. The faculty will vote separately on each proposal.
4. The Department Chairperson shall forward those applications approved by the faculty along with her/his independent recommendation to the Dean.
5. The Chairperson may request that a faculty member delay a sabbatical if it is in the best interest of the Department subject to the terms of the current Agreement and Administrative Rules and Procedures.

H. Procedures for Determining Teaching Assignments for ProfEd

The assignment of faculty to teach courses for ProfEd will follow the terms set forth in the Agreement.

I. Procedures for Determining Teaching Assignments for Summer Session

1. Faculty members may submit requests to teach summer courses to the Chairperson in writing by a published departmental deadline.
2. The Chairperson will assign on-campus summer courses based upon the recommendation of the Executive Committee. In its recommendation, the Executive Committee should consider the teaching assignments of previous years, programmatic needs, student demand, and available resources.
3. Assignment of summer school classes depends on programmatic demands and available resources as determined by the Dean in consultation with the Chairperson.
4. Any inequities in assignments will be noted and adjusted the following year whenever possible.

J. Procedures for Recommending the Position Reduction or Layoff of Tenured/Tenure-Track Faculty

1. The Executive Committee will be the initial body to deal with the issues of position reduction and layoff of regular faculty. They will familiarize themselves with the applicable article in the current Agreement, investigate all possibilities and make a recommendation to the faculty for discussion.
2. The regular faculty will vote by secret ballot on the committee recommendations. Because this vote involves personnel, all restrictions noted in the voting faculty article of this document will apply.

K. Procedures Governing the Hiring and Assessment of Fixed-Term Faculty

1. Initial Appointment
 - a. The faculty shall adhere to all current college and university policies in hiring and assessing the effectiveness of its fixed-term faculty.
 - b. The department chair will be charged with the identification of appropriate part-time fixed-term faculty, the recommendation of their hiring to the Dean, and the assignment of their duties in the department. In these matters, the chairperson will be guided by the needs of the department, will consult with the Executive

Committee, will seek the input of the regular faculty, and will forward her/his recommendations to the Dean.

- c. The process of selecting fixed-term faculty should be consistent with current college and university hiring policies regarding fixed-term faculty.
- d. The process of selecting full-time fixed-term faculty must follow Affirmative Action Guidelines.

2. Evaluation and Subsequent Appointment

- a. Fixed-term faculty must maintain a quality level of teaching effectiveness. For example, an excellent teacher guides and inspires students; stimulates intellectual interest and enthusiasm; keeps informed about new developments in the field; improves and contributes to methods of effective teaching; provides opportunities and direction for independent study; uses instructional technology effectively and creatively; and receives positive peer reviews.
- b. All fixed-term faculty are required to participate in an annual review process as set up by the Personnel Committee. Evidence of effective teaching (such as Student Opinion Scores) must be made available upon request.
- c. Fixed-term faculty will be reviewed on an annual basis until they have taught for the equivalent of 3 years at full-time (4 courses per semester). After which they will be reviewed every 3 years.
- d. Based upon documented performance and the continued needs of the department, the Chairperson, in consultation with the Executive Committee, will be responsible for recommending to the Dean the subsequent appointment of the fixed-term faculty.

3. Voting Rights of Fixed-Term Faculty

The voting eligibility of fixed-term faculty is outlined in Item I.B.

L. Procedures Governing Hiring and Assessment of Professional and Administrative Staff

1. Appointment

- a. The process of selecting Professional and Administrative employees must be consistent with current college and university

hiring policies regarding this employee group. The faculty will use the same process for identifying qualified candidates for these positions as that outlined in the selection of faculty above.

- b. Job definitions, guidelines, policies and benefits pertaining to Professional and Administrative positions are maintained by the CMU Human Resources Office.

2. Evaluation of Professional and Administrative Employees

- a. The Chairperson, in consultation with the Executive Committee, will prepare and submit an annual personnel evaluation for each Professional and Administrative employee as required by the university or the college.
- b. Procedures and criteria for total job performance will be established by the Chairperson in consultation with the Executive Committee and will be shared with each P&A employee at the appropriate time in their evaluation cycle.
- c. P&A's who teach are expected to maintain a satisfactory level of teaching effectiveness as determined by SOS scores and should submit these scores as a part of their annual evaluation.
- d. If any job description change occurs as a result of departmental funding, enrollment, or priorities of space, which affects the job description of Professional and Administrative personnel, the Chairperson, in consultation with the CMU Human Resources Office and as outlined in the P&A Handbook, will give a timely notice of such change to the affected employee.
- e. Concerns about the job performance of a P & A employee should be forwarded to the Chairperson. The Chairperson is responsible for discussing these concerns with the Executive Committee and with the Dean. Following this discussion, should the Chairperson wish to initiate discipline, he/she should do so in consultation with Human Resources.

3. Rights of Professional and Administrative Employees

- a. Professional and Administrative personnel shall have voting privileges on all departmental matters except personnel policies, issues, or decisions.
- b. Upon a P&A's admission to associate Graduate Faculty status, he/she may vote on graduate student admissions and serve on graduate student committees.