

Promotion and Tenure Document  
College of Fine Arts  
School of Art

EFFECTIVE FOR  
2023-2024

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# SCHOOL OF ART

## Promotion and Tenure Policies and Procedures

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#### School of Art Preamble

All parties involved are encouraged to familiarize themselves with the rights, responsibilities, and procedures that are outlined in the University, College, and School of Art promotion and tenure documents. In cases where questions arise, University and College documents take precedence over this School document. This document is presented to establish School of Art policies and procedures for promotion, for tenure, and for progress toward tenure. The School has made every effort to reflect policies and procedures of the College of Fine Arts and Ball State University.

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BALL STATE UNIVERSITY  
COLLEGE OF FINE ARTS  
SCHOOL OF ART

TENURE AND PROMOTION POLICIES AND PROCEDURES

I. GUIDELINES FOR PROMOTION AND TENURE

1. The evaluation of a faculty member's eligibility for promotion and/or tenure shall be conducted in light of the University Mission Statement and shall be based on evidence of a continuing pattern of achievement throughout the faculty member's professional career in the following areas:
  - 1.1 Teaching
  - 1.2 Scholarship
  - 1.3 Service in a Professional Capacity
2. Policies and criteria related to recommending promotion and tenure shall be clear, specific, and accessible to all personnel.
3. Each affected department, school, and college must have formal criteria, procedures, and policies for recommendations for promotion and tenure.
4. Policies and criteria for promotion and tenure shall be subject to annual evaluation and review and to periodic revision.
5. Departmental policies and criteria must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee and shall be on file with the academic dean and the ex officio member of the University Promotion and Tenure Committee.
6. The departmental and collegiate policies and criteria for promotion and tenure must be approved by the University Promotion and Tenure Committee and must be on file with the University Promotion and Tenure Committee and the Office of the Provost and Executive Vice President for Academic Affairs.
7. Experiential Learning in all its forms (internships, field trips, practicums, student teaching, study abroad, immersive learning projects, etc.) is and has been a hallmark of a Ball State University education. Faculty who lead these types of activities should receive consideration for their involvement as they contribute to the established standards for Teaching, Scholarship, and Service.
8. At Ball State University, we recognize inclusive excellence as an integral endeavor to fulfill our mission and our strategic plan. Faculty members who engage in activities that promote inclusive excellence (training, development, intergroup dialogue, pedagogies and curriculum, community and campus partnerships, mentoring, peer-reviewed research, etc.) will receive credit for their involvement as they contribute to the established standards for Teaching, Scholarship and Service.

*From Faculty and Professional Personnel Handbook University Promotion and Tenure document, Guidelines for Promotion and Tenure*

II. DEFINITIONS

1. School and School's refers to the School of Art
2. College or Collegiate refers to the College of Fine Arts
3. Reconsideration is the act whereby a candidate may request that an initial adverse decision by the school, college, or Provost be re-examined. Reconsideration provides an opportunity for the candidate to clarify content of materials.
4. Appeal is the act whereby a candidate alleges that a violation of existing procedure, or unfair treatment, or discriminatory treatment by the department, college, or Provost has resulted in an adverse decision. An appeal may be filed without following the reconsideration process. Appeals examine the process followed and not the content of materials. A decision in favor of the appellant does not guarantee tenure and/or promotion.
5. Working days are those days when Ball State University administrative offices are open.
6. Calendar days are the days which appear on a calendar, including Saturday, Sunday, and holidays. They do not relate to the Ball State academic schedule or calendar.
7. Eligible professional personnel are those individuals who hold academic rank and/or tenure or who are eligible for tenure.
8. Tenure is a means to certain ends; specifically: (1) freedom of teaching and research, and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to faculty of ability (Faculty and Professional Personnel Handbook, Appointment, Academic Freedom, and Tenure). Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.
9. Tenure-track faculty are those who are currently in the seven-year probationary tenure period.
10. Tenured faculty are those faculty who have been granted tenure.
  - 10.1 Joint appointments are when a faculty member holds two or more regular instructional, research, or clinical instructional appointments in two or more units such as schools, colleges, departments/programs or between an academic unit and another unit on campus.
11. Scholarship is the process of attaining new knowledge, creating a new work, or recreating/interpreting existing works, and disseminating the results. Generally, this takes the form of appropriate peer reviewed publications, presentations, or exhibits, performances, other creative endeavors, and grant proposals. Scholarship can occur in four areas: discovery, integration, application, and teaching. Faculty shall not be required to participate in each of the four areas of scholarship.
  - 11.1 The scholarship of discovery is traditional research and creative endeavors that pursue and contribute to new knowledge for its own sake.
  - 11.2 The scholarship of integration makes connections across disciplines bringing together isolated knowledge from two or more disciplines or fields to create new insights and understanding.
  - 11.3 The scholarship of application applies knowledge to address significant societal issues.
  - 11.4 The scholarship of teaching studies the development of knowledge, skill, mind, character, and/or ability of others.
12. At promotion and tenure committee meetings where candidate decisions are made, all committee members (or their alternates) must be present. A quorum for these meetings therefore means a committee of the whole.

### III. COMMITTEE STRUCTURE AND FUNCTION

#### 1. School of Art Promotion and Tenure Committee

##### 1.1 Membership

- 1.1.1 The School of Art Promotion and Tenure Committee shall consist of five tenured faculty. If a sufficient number of tenured faculty is not available, the School Promotion and Tenure Committee and School Director will propose a solution to the College Dean, including but not limited to, using tenured faculty from other departments. All committee members should be qualified to evaluate the candidate's credentials.
- 1.1.2 The School Director shall be an ex officio non-voting member.
- 1.1.3 No person may serve as a member of the committee who is a candidate for promotion. An individual elected who later becomes a candidate for promotion must resign from the committee.
- 1.1.4 No person may serve as a member of a School Promotion and Tenure Committee who has a demonstrated conflict of interest as articulated by the University's Anti-Nepotism Policy in the Faculty and Professional Personnel Handbook.
- 1.1.5 If a reconsideration is brought before the School Promotion and Tenure Committee, no person may serve to hear a reconsideration who has a demonstrated conflict of interest such as business involvement. Decisions regarding such conflicts shall be made by the committee chairperson.
- 1.1.6 Representatives to the College Promotion and Tenure Committee may not serve as members of the School Promotion and Tenure Committee.

##### 1.2 Elections and Terms

- 1.2.1 New members of the School of Art Promotion and Tenure Committee shall be elected annually by April 1 by anonymous ballot. The electorate shall consist of a quorum of all tenured and tenure-track faculty members of the School.
- 1.2.2 Members shall be elected to staggered two-year terms, beginning on April 1. The committee chairperson will serve a third year as a member of the committee in order to assure continuity of experience.
- 1.2.3 There must be a minimum of four nominees. The two candidates receiving the most votes will join the committee. The candidate receiving the next highest vote total will serve as an alternate, and will become a member of the committee should a vacancy occur.
- 1.2.4 Any challenge to the election will take place before the meeting is adjourned.
- 1.2.5 If a member resigns from the committee, that individual's vacated position will be filled by the alternate. In the event there is no such eligible nominee, a subsequent special election by anonymous ballot must occur to fill the vacancy.

- 1.2.6 During the first School Promotion and Tenure Committee meeting, a committee chairperson and a recording secretary shall be elected. This meeting shall take place by April 30.
- 1.2.7 The names of the committee members shall be forwarded to the College Dean by April 30.
- 1.3 Responsibilities
  - 1.3.1 The committee shall implement the School's promotion and tenure policies and procedures. The committee shall ensure that School policies align with College and University policies and procedures.
  - 1.3.2 The committee shall implement College and University promotion and tenure policies and procedures.
  - 1.3.3 The committee shall make recommendations concerning policy changes to both the College and University committees.
  - 1.3.4 The committee shall review and evaluate the credentials of all School tenure-track faculty and forward these credentials with a recommendation to the College Dean. A letter, signed by the chairperson of the committee, and a letter signed by the School Director, must accompany the credentials. These letters must indicate support or nonsupport for tenure or progress toward tenure including any conditions of employment that must be met.
  - 1.3.5 The committee shall review and evaluate the credentials of all School candidates applying for promotion. The committee shall forward the credentials of those candidates being recommended favorably for promotion, with written recommendations, to the College Dean. A letter, signed by the chairperson of the committee, indicating support, with specific reasons, must accompany the credentials. A letter, signed by the School Director, indicating support or nonsupport for promotion, with specific reasons, must also accompany the credentials.
  - 1.3.6 Minutes of all committee meetings will be taken by the recording secretary and available on a confidential basis to committee members (including the School Director). A copy of all committee minutes will be maintained by the School Director and College Dean in a secure and confidential manner.

#### IV. POLICY STATEMENTS

##### 1. Tenure

- 1.1 Faculty and eligible professional personnel shall be evaluated in the light of the University Mission Statement.
- 1.2 Policies and criteria related to recommending tenure shall be clear, specific, and accessible to all personnel.
- 1.3 Policies and criteria for tenure shall be subject to annual evaluation and review and to periodic revision.
- 1.4 If a faculty member is hired at the rank of Associate Professor without tenure, the tenure process is followed. Promotion to Professor is not tied to the tenure process.
- 1.5 The School and collegiate policies and criteria for tenure must be approved by the University Promotion and Tenure Committee and must be on file with the University

Promotion and Tenure Committee and the Office of the Provost and Vice President for Academic Affairs.

- 1.6 A faculty member must complete at least one semester of full-time service during any academic year in order to receive a full year's credit for purposes of tenure consideration.
- 1.7 Tenure for those who hold academic rank is earned in the School and held in the University.
  - 1.7.1 The School will comply with the following provisions as found in the University Promotion and Tenure document for that purpose, references to a department serve to indicate the School.) For all individuals hired by the University after June 30, 1981, tenure may be granted only to those who hold academic rank in a department. When a candidate is hired, academic rank must be recommended by an academic department director in conjunction with that department's Promotion and Tenure Committee or, if it is unavailable, another faculty committee, and subsequently approved by appropriate schools, colleges, administrators, and the Board of Trustees. Years granted toward tenure at the time of hiring must be recommended by an academic department chairperson in conjunction with that department's Promotion and Tenure Committee or, if it is unavailable, another faculty committee, and subsequently approved by appropriate schools, colleges, administrators, and the Board of Trustees.
- 1.8 Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in tenure deliberations. It is understood that greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of continuous activity.
- 1.9 When a faculty member is employed in a tenure-track position, a probationary period of seven years is ordinarily required before tenure is granted by the Board of Trustees. Generally, the probationary period will not exceed seven full-time years of tenure-creditable service as a faculty member at Ball State University. The exceptions are noted below.
  - 1.9.1 When transferred from one academic or professional area to another, a tenure-track person, in addition to the normal probationary period, may request or may be required to complete an additional probationary period not to exceed two years. The length of the extension of time must be established and stated in writing at the time of the new appointment.
  - 1.9.2 A faculty member may request that certain years (normally not to exceed two years total) not be counted as tenure-creditable years, and that the tenure clock be stopped for the requested year(s), if any of the following pertain:
    - 1.9.2.1 Birth or adoption of a child;
    - 1.9.2.2 The faculty member is seriously ill;
    - 1.9.2.3 The faculty member is the principal caregiver for a dependent who is seriously ill or incapacitated;
    - 1.9.2.4 The faculty member is the principal caregiver for a family member who is seriously ill;
    - 1.9.2.5 The faculty member will be on leave for at least one semester of the academic year.

1.9.2.6 Widespread health crisis or natural disaster that affects a faculty member's progress towards tenure.

A request that a year not be counted as tenure-creditable (stopped clock) shall be made to the School Director no later than September 15. The request shall include documentation of the circumstances involved. The request requires approval of the School Director, the College dean, and the Provost and Executive Vice President for Academic Affairs.

Faculty who receive approval are not required to submit Promotion and Tenure materials during the period approved by the Provost and Executive Vice President for Academic Affairs. The faculty member is also not expected to submit an extra years worth of research when tenure review resumes.

1.9.3 In cases where the exceptional achievements of a candidate in teaching, scholarship, and other meritorious activities resulted in appointment at the associate or professor ranks, tenure may be recommended to the trustees as early as the completion of the third year, following a recommendation from the School Promotion and Tenure Committee, and approval from the School Director, College Dean, Provost, and Executive Vice President for Academic Affairs. The Board of Trustees may grant tenure in special cases to an individual who holds or will hold academic rank without any probationary period, or with a probationary period of fewer than three years, if all of the following conditions are fulfilled:

1.9.3.1 The Board obtains the prior positive recommendations of the School Promotion and Tenure Committee, the School Director, the College Dean, the Provost, Executive Vice President for Academic Affairs, and the President.

1.9.3.2 The Board concurs with the recommendation that the individual possesses superior academic and/or creative qualifications;

1.9.3.3 The Board concurs with the recommendation that waiver of the normal probationary period is necessary to induce the individual to accept an offer of employment or to continue their employment with the University.

1.10 Specific conditions of employment that must be fulfilled by a tenure-track faculty member (in addition to the general standards of performance) will be stated in writing by the University administration at the time of employment. In order to be eligible for a favorable tenure recommendation, the faculty member must meet these employment conditions unless they are released there from, in whole or in part, by means of a written School recommendation that is approved by the College Dean, the Provost, the Executive Vice President for Academic Affairs, and the President.

1.11 No later than February 15 of each academic year, the School will send a letter to the Provost and Executive Vice President for Academic Affairs, via the College Dean, and to the faculty member, setting forth the status of the tenure-track faculty member with respect to their fulfillment of the conditions of appointment and any matters pertaining to the quality of their performance. This letter will contain the recommendations of the School Director and the College Dean.

1.11.1 Before the end of each academic year prior to year seven, the Provost and Executive Vice President for Academic Affairs will notify each tenure-track faculty member in writing as to the University's official assessment of their status with regard to progress toward tenure. The contents of the letter will reflect:



- 1.11.1.1 The University's official record of the individual's status with respect to fulfillment of specific conditions of employment which were stated in the letter of employment; and
- 1.11.1.2 The University's assessment of the individual's performance and progress toward tenure.
- 1.11.1.3 In years one through six, three decisions are possible: satisfactory progress, unsatisfactory progress, or termination.

If the School wishes to recommend termination of the appointment of a tenure-track faculty member at the end of any academic year during the probationary period, a letter to that effect shall be filed in the Office of the Provost and Executive Vice President for Academic Affairs at least two weeks in advance of the final date set forth in 1.15-1.153 below for giving written notice of non-reappointment or of intention not to recommend reappointment to the Board of Trustees. The letter must contain the recommendations of the College Dean.

- 1.12 Tenure and promotion to Associate Professor will be aligned.
  - 1.12.1 The tenure and promotion to Associate Professor decision will be made in the seventh year.
  - 1.12.2 The recommendation will be to grant tenure and promotion to Associate Professor at the end of the year or a recommendation to terminate the faculty member at the end of the following year.
  - 1.12.3 A faculty member may request consideration for early tenure and promotion to Associate Professor one time, either in year five or six, without penalty of dismissal if not granted. If approved, tenure and promotion to Associate Professor will be granted at the end of the year. If not approved, the faculty member will continue in the tenure and promotion process.
- 1.13 The following are necessary prerequisites in order to be eligible for tenure:
  - 1.13.1 The faculty member must have satisfied any specific conditions of employment set forth in their letter of appointment;
  - 1.13.2 The faculty member must have received a positive tenure recommendation from their academic school;
  - 1.13.3 There must be available significant evidence of excellent performance by the faculty member, and there must be the expectation for a continuance of such in the future;
  - 1.13.4 The faculty member meets qualifications to be promoted to Associate Professor.
- 1.14 Tenure may be attained only through official action by the Board of Trustees of the University. The Board will make its decision after receiving and reviewing the recommendations of the school, academic dean, Provost, Executive Vice President for Academic Affairs, and the President, but the Board will not be bound to follow any of said recommendations.
- 1.15 Notice of non-reappointment, or of intention not to recommend reappointment to the Board of Trustees, shall be given to the faculty member in writing in accordance with the following standards:

- 1.15.1 Not later than March 1 of the first academic year of service, if the appointment is to expire on the day the spring semester closes; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
- 1.15.2 Not later than December 15 of the second academic year of service, if the appointment is to expire on the day the spring semester closes; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;
- 1.15.3 At least twelve months before the expiration of an appointment after two or more years at the University.
- 1.16 Contract full-time appointment employment may be considered as part of the probationary period for those who are later placed on tenure track faculty or professional personnel status.
- 1.17 Prior service at Ball State University may be counted toward tenure after the person has completed a one-year probationary period following the return.
- 1.18 Years of service remain with the individual when tenure track faculty transfer from one academic unit to another.
- 1.19 The School Promotion and Tenure Committee will make an annual recommendation to the dean of the college on progress toward tenure or tenure track faculty members. After the School Promotion and Tenure committee's determination, the following will happen:
  - 1.19.1 The School Promotion and Tenure Chair will write a recommendation letter that reviews the candidate's strengths and weaknesses and areas for improvement.
  - 1.19.2 The letter will be forwarded to the Dean of the college after all departmental deliberations are complete.
  - 1.19.3 The School Director may agree or disagree in writing with the School Promotion and Tenure committee's recommendation.
  - 1.19.4 Upon request from the faculty member, the School Promotion and Tenure chair will meet with the faculty member to discuss and clarify the content of the letter.

At any other step in the tenure process (School Director if their recommendation is different from the School Promotion and Tenure Committee; College Promotion and Tenure Committee; College Dean; Provost, and Executive Vice President for Academic Affairs) the first committee or individual not recommending satisfactory progress for a faculty member shall provide that faculty member with a written statement delineating their strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The committee or individual may also suggest areas for improvement.

*From Faculty and Professional Personnel Handbook University Promotion and Tenure document, Tenure-Track Faculty.*

- 1.20 Vote counts shall accompany any final recommendations.
- 2. Promotion
  - 2.1 Faculty and eligible professional personnel shall be evaluated in the light of the University Mission Statement.

- 2.2 Policies and criteria related to recommending promotions shall be clear, specific, and accessible to all personnel.
- 2.3 Policies and criteria for promotions shall be subject to annual evaluation and review and to periodic revision.
- 2.4 Any department faculty member or eligible professional personnel member has the right to present themselves to the School Promotion and Tenure Committee for consideration for tenure and promotion to Associate Professor after the fourth tenure credible year. A request for consideration for promotion to Professor can be made any time after achieving the rank of Associate Professor.
- 2.5 Recommendations for promotion shall be initiated at the level where the candidate's qualifications can be best identified and evaluated. In most instances, this would be the School of Art.
  - 2.5.1 If affected, the School of Art and College of Fine Art must have formal criteria, procedures, and policies for recommendations for promotions.
  - 2.5.2 Recommendations shall be supported by ample documentary evidence demonstrating that the candidate for promotion satisfies established criteria. Documentation shall include:
    - 2.5.2.1 Evaluation forms approved by the administrative unit concerned.
    - 2.5.2.2 In the case of a candidate seeking promotion to Professor, a minimum of two letters from reviewers external to the University shall be included. Such letters shall provide supplementary evaluative review of the candidate's scholarship. These letters shall be acquired and presented in accordance with the School of Art and the College of Fine Art's policies and procedures. The candidate shall be fully involved in the selection of reviewers, with one-half of the contacted reviewers being from the candidate's list. Challenges to the list of reviewers will be handled according to school and college policies. All letters received from external reviewers will be available to evaluators in the promotion review process. (*See Appendix I: Guidelines for Outside Review, Promotion to Professor, P.46*)
- 2.6 Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in promotion deliberations. It is understood that greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of continuous activity.
- 2.7 The School of Art and College of Fine Art's policies and criteria for promotions must be approved by the University Promotion and Tenure Committee and must be on file with the University Promotion and Tenure Committee and the Office of the Provost and Executive Vice President for Academic Affairs.
- 2.8 All promotions to Associate Professor and Professor will be granted on the basis of the spring recommendations.
- 2.9 No person may serve as a member of a College Promotion and Tenure Committee who is a candidate for promotion. An individual so elected who later becomes a candidate for promotion must resign from the committee.
- 2.10 No person may serve as a member of a School Promotion and Tenure Committee who is a candidate for promotion.

- 2.10.1 An individual so elected who later becomes a candidate for promotion must resign from the committee.
  - 2.10.2 The one exception to these provisions involves the School Director when they are a candidate for promotion. In that circumstance, they shall not vote on any candidate, but may participate in all committee deliberations concerning promotions except same rank deliberations and those deliberations involving their own candidacy.
  - 2.10.3 No candidate shall be evaluated by a Promotion and Tenure Committee of fewer than three eligible voting members. Schools which under these or any other conditions cannot form a Promotion and Tenure Committee of at least three members shall develop specific provisions subject to the approval of the College and the University Promotion and Tenure Committees.
- 2.11 At any step in the promotion process (School Promotion and Tenure Committee; School Director; College Promotion and Tenure Committee; Academic Dean; Provost and Executive Vice President for Academic Affairs) the first committee or individual not recommending a faculty member favorably for promotion shall provide that faculty member with a written statement delineating their strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The committee or individual may also suggest areas for improvement. All candidates for promotion will be informed of the School committee's recommendation by a letter written by the committee chair that will include an evaluation of strengths and weaknesses in the areas of teaching, scholarship, and service. The written statement to the candidate must be delivered prior to forwarding materials to the next level.
  - 2.12 The School Promotion and Tenure Committee and school chairperson shall meet with each promotion candidate before the final assessment is written to discuss the candidate's strengths and weaknesses.
  - 2.13 Vote counts shall accompany any final recommendations.
3. Materials to be presented for Tenure and Promotion
    - 3.1 The School faculty member is responsible for providing supporting documentation, which substantiates their academic involvement in the areas of 1) teaching, 2) scholarship, and 3) professional service to the school, the university, and the field of expertise. The school recognizes that there are individual differences and emphases. Excellence is expected in teaching and significant contributions in scholarship and service; minimum performance in all areas (individually or in combination) will not guarantee promotion, or tenure, or satisfactory progress toward tenure. The review of a faculty member's documented performance will be thorough and comprehensive in nature.
      - 3.1.1 Teaching  
Excellence is expected in teaching. Assessment with accompanying supporting documentation of teaching quality will be furnished by the School faculty member. The assessment methods for teaching must include the School's course rating form and peer evaluations and may include examples of student work, documentation of student success in exhibitions, publications, student employment or commissions, creative work or employment, course outlines and syllabi (see Ball State University Faculty and Professional Personnel Handbook "Guidelines to be followed in Evaluation of Teaching" and Appendix H, for the method of documenting student input.) The choice of method(s) to illustrate excellence of teaching is the responsibility of the candidate. A School of Art faculty member is expected to function in the school by interacting effectively with students and faculty.
      - 3.1.2 Scholarship

Significant contributions are expected in creative productivity, publications, exhibitions, and/or research. A School faculty member must be productive continually in their field. Local, regional, national, and/or international recognition is expected. It is recognized that faculty from diverse areas of the School of Art have unique expressions of scholarly productivity. Productivity is not necessarily limited to one's area of specialization, but may be in other related art areas. Many methods of supporting documentation of scholarship are acceptable, including external peer review by recognized authorities. Area specific descriptions of scholarship for School faculty can be found in Appendix G.

### 3.1.3 Professional Service

It is expected that the School faculty member will be actively involved with the schools, college and university committees' governance activities. Service may also mean professional service to one's discipline, student advising, active membership in professional organizations, and contributions by means of community service. Significant contributions are expected; minimum performance in all areas (individual, national, and or international levels) is encouraged. A School faculty member has obligations beyond teaching, creative endeavors, scholarship, and professional service. These obligations include attendance at faculty meetings, submitting an annual summary of accomplishments report, and attendance at official functions such as commencement.

- 3.2 A Promotion and Tenure File shall be kept in the School Director's office for every individual faculty member who is eligible to be considered for promotion and/or tenure. This file shall be open to the faculty member concerned and will contain information relevant to promotion and/or tenure. Materials shall be placed in the file in a timely manner by the School Director.

This file shall be examined by the School Promotion and Tenure Committee during promotion and tenure deliberations. Materials used by the School Promotion and Tenure Committee as a basis for recommendations shall be made available to the College of Fine Arts Promotion and Tenure Committee, the dean of the College of Fine Arts, the Provost and Executive Vice President for Academic Affairs, and the President upon request.

- 3.2.1 When any information detrimental to promotion, tenure, or progress toward tenure of an individual is to be placed in the file, it shall be brought to their attention in writing before five calendar days by their administrative head. The faculty member shall have the opportunity to place in the file materials which might rebut or explain any information which they consider detrimental. Any material that has not been brought to the attention of the faculty member and/or has not been placed in the file cannot be used in subsequent promotion and tenure deliberations. Anonymous letters shall not be made a part of this file.

- 3.2.2 Material in a School of Art promotion and/or tenure file will include the following:

3.2.2.1 Cover Letter (essay)

3.2.2.2 Current and past vitae

3.2.2.3 Original appointment conditions and forms concerning changes in appointment

3.2.2.4 Formal evaluations by supervisors and teaching evaluations (including promotion and tenure committees)

3.2.2.5 Other information deemed relevant by the School Director.

- 3.2.3 Information regarding the individual's gender, race, disability, national origin, religion, age, veteran status, citizenship, or marital status cannot be included.

The personnel file will not serve as an archiving location for materials such as letters from students, alumni, and peers, documentation of scholarly

productivity, creative endeavors, and/or service in a professional capacity. Such archiving is the responsibility of the individual employee and comprises material that may accompany the dossier of application for promotion, tenure, or progress toward tenure.

- 3.3 Supplemental External Review Letters for Promotion to Professor. Candidates who intend to seek promotion to Professor should declare their intentions no later than April 30th of the spring semester before they will be reviewed, so that there is adequate time to begin the process of seeking external review letters. This process should be conducted according to department and college policies but should normally commence by May of the spring semester before the candidate will be reviewed in the following fall semester. Candidates who declare their intentions after April 30 may not have adequate time for external letters to be received and reviewed by the evaluators, and therefore will not be eligible for consideration if their files are not complete. In the case of a candidate seeking promotion to Professor, a minimum of two letters from reviewers external to the University shall be included. Such letters shall provide supplementary evaluative review of the candidate's scholarship, creative endeavors, and other scholarly productivity. These letters shall be acquired and presented in accordance with the school and college policies and procedures. The candidate shall be fully involved in the selection of reviewers, with one-half of the contacted reviewers being from the candidate's list. Challenges to the list of reviewers will be handled according to school and college policies. All letters received from external reviewers will be available to evaluators in the promotion review process. External review letters shall be inserted and retained in the candidate's Promotion and Tenure file for use by the school, collegiate, and in the case of an appeal, University Promotion and Tenure committees, and by the Provost in promotion deliberations for the current year. The candidate has the right to examine all external review letters received. For the examination of the letters by the candidate, anonymity of the external evaluators must be protected in accordance with procedures established by departments and colleges. The candidate has the right to respond to information contained in the letters. At the conclusion of these deliberations, the letters shall be retained in a confidential file in the Office of the Dean of the College. Once letters are placed in this separate confidential file, they cannot be reopened for purposes of subsequent promotion deliberations at any level of consideration unless requested by the candidate (*see Appendix I: Guidelines for Outside Review, Promotion to Professor, P.46*)

## V. ACADEMIC RANK

1. There are three basic academic ranks: Assistant Professor, Associate Professor, and Professor.

Qualifications for each rank are as follows:

### 1.1 Assistant Professor

1.11 Evidence of quality performance as a teacher or practitioner in the specialty in which the candidate is hired;

1.12 Evidence of the potential for successful scholarship.

The Assistant Professor's creative/scholarly work must have a demonstrated potential impact within the school, the university, the discipline, and the community;

1.13 Evidence of participation in professional organizations.

### 1.2 Associate Professor

1.2.1 Evidence of consistently excellent teaching.

A candidate for the Associate Professor rank must have demonstrated superior teaching performance, and be generally recognized as holding exceptional promise for development;

- 1.2.2 Evidence of high-quality contributions to one's specialty through scholarship, which must include refereed outlets.

The Associate Professor rank in the School of Art requires recognized superior status in scholarship and service on a state or regional level beyond the confines of the university;

- 1.2.3 Evidence of high-quality contributions in the capacity of professional service.

### 1.3 Professor

- 1.3.1 Evidence of regional, national, or international recognition in at least one of the following: teaching, scholarship, or service in a professional capacity.

A Professor in the School of Art must exhibit a record of continuous and consistent professional development;

- 1.3.2 Evidence of being a model teacher;

- 1.3.3 Evidence of significant contribution to one's specialty through scholarship, which must include refereed outlets; Including at least two letters from external reviewers who have reviewed and commented upon the quality and value of the candidate's scholarly productivity (Appendix I)

- 1.3.4 Evidence of significant contributions in the capacity of professional service.

2. Advancement in rank is based on a continuing pattern of achievement throughout the faculty member's professional career in:

2.1. Teaching;

2.2. Scholarship;

2.3 Service in a professional capacity.

3. A terminal degree in the faculty member's specialty area is usually required for either hiring at, or advancement to Associate Professor or Professor. However, certain kinds of expertise, experience, and/or recognition may be accepted by the College of Fine Arts as appropriate qualifications for either rank, upon approval of the Provost and Vice President for Academic Affairs.

- 3.1 The School of Art recognizes various degrees as "terminal" for specific areas of specialization as required by the Ball State University Faculty and Professional Personnel Handbook. The degrees for specific areas of study listed below meet the School of Art criteria for promotion to the ranks of Associate Professor or Professor:

3.1.1 Studio/Design areas - Master of Fine Arts (MFA)

3.1.2 Art History - Doctorate (PhD)

3.1.3 Art Education - Doctorate (PhD or EdD)

3.1.4 Print/Graphic Tactician – (PhD or EdD)

- 3.2 Should a faculty position encompass more than one area (e.g., Studio Art/Art History), the terminal degree required would be determined by the area in which primary teaching responsibilities are assigned.
- 3.3 If a School of Art faculty member possesses the appropriate terminal degree for their area of specialization from an accredited institution at the time of appointment, they will have met all requirements for eligibility to be considered for promotion. It must be emphasized that this eligibility in no way implies that the criteria enumerated in the College and University Promotion and Tenure Documents regarding teaching, scholarship, and service have necessarily been met.

## VI. PROCEDURES FOR PROMOTION AND TENURE

### 1. Procedures for Tenure

#### 1.1 Faculty Personnel

- 1.1.1 The School's policies and criteria must be approved by the College of Promotion and Tenure Committee and the University Promotion and Tenure Committee and shall be on file with the academic dean and the ex officio member of the University Promotion and Tenure Committee.
- 1.1.2 Each school shall have a specific evaluation form for rating a faculty member in relation to tenure. This form shall be used when a faculty member is being considered for tenure. This rating form must be kept on file with the director of the school and must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee (see Appendix E in this document).
- 1.1.3 Recommendations concerning tenure shall be initiated at the School's level.
- 1.1.4 The recommendations of the School Promotion and Tenure Committee shall be forwarded to the academic dean. Included with the recommendations will be the School Director's evaluations and recommendations if there is a difference of opinion between the School Director and the School Committee.
  - 1.1.4.1 Recommendation decisions may include:
    1. Satisfactory progress toward tenure
    2. Unsatisfactory progress toward tenure
    3. Termination/dismissal
- 1.1.5 The College Committee shall review and evaluate the credentials of all collegiate tenure-track persons in the fourth and seventh years and forward these credentials, with recommendations, to the Dean; the credentials of any candidate who is requesting reconsideration and/or appealing an adverse decision from a departmental committee shall not be forwarded to the college committee until the reconsideration and/or appeal process has been completed.
  - 1.1.5.1 Any recommendation from the college committee not receiving approval by the dean shall be returned to the committee with reasons for the disapproval. A two-thirds vote of the committee shall be required to override the disapproval after which the dean must forward the recommendations.
  - 1.1.5.2 At the discretion of the dean with regard to extraordinary cases.



- 1.1.6 The dean shall forward the recommendations, including their evaluations, to the Provost and Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Vice President for Academic Affairs shall consult with the academic dean about the differences.
  - 1.1.7 The Provost and Vice President for Academic Affairs, upon reviewing and being satisfied with the recommendations from the academic deans, shall forward these recommendations to the President.
  - 1.1.8 Final recommendations in all matters pertaining to tenure reside with the President who forwards these recommendations to the Board of Trustees.
  - 1.1.9 Specific conditions of appointment stated in writing at the time of appointment by the President shall be given in writing to the individual, the School, the School Director, the dean, the appropriate Vice President and the President.
- 1.2. The names of all School of Art faculty progressing toward tenure, and applying for tenure (that is, in the seventh year toward tenure), will be forwarded annually to the chairperson of the School of Art Promotion and Tenure Committee by the School Director.
  - 1.3 All non-tenured School of Art faculty annually must submit a cover letter (essay) explaining how documented activities relate to the school's role and purpose; compile a vita (using the College of Fine Arts Vita Form, Appendix A) and supporting documentation materials to the School of Art Promotion and Tenure Committee on or before the deadline for submission of tenure, and progress toward tenure materials presented by the School Promotion and Tenure Committee chairperson.
    - 1.3.1 A faculty member in their first through seventh year of progressing toward tenure will submit an accumulative vita including work completed prior to employment at Ball State University, but only will need to provide supporting documentation that covers the period since the last submission (or in the case of first year faculty, since the time of employment at Ball State University) up to and including October 14 of the current year.
    - 1.3.2 The seventh year toward tenure is paramount for determining the tenure decision. A faculty member in their seventh year toward tenure will submit an updated vita and supporting documentation including work completed prior to employment at Ball State University (highlighting the period since the last submission up to and including October 14 of the current year) along with documentation of achievements in the three areas of teaching, scholarship and service. Materials will be reviewed by the School of Art Promotion and Tenure Committee, the School Director, the College of Fine Arts Promotion and Tenure Committee, and the College of Fine Arts dean.
    - 1.3.3 The College Committee shall review and evaluate the credentials of all collegiate tenure-track persons in the fourth and seventh years and forward these credentials, with recommendations, to the Dean; the credentials of any candidate who is appealing an adverse decision from a departmental committee shall not be forwarded to the college committee until the appeal process has been completed.

## 2. Procedure for Promotion

### 2.1 Faculty Personnel

- 2.1.1 School policies and criteria must be approved by the College of Promotion and Tenure Committee and the University Promotion and Tenure Committee and

shall be on file with the academic dean and the ex officio member of the University Promotion and Tenure Committee.

- 2.1.2 Recommendations for promotion shall be initiated at the school's level. After evaluating the candidate's qualifications, the School Promotion and Tenure Committee must indicate whether or not the candidate is to be recommended for promotion. All candidates for promotion and/or tenure will be informed of the department committee's recommendation by a letter written by the committee chair that will include an evaluation of their strengths and weaknesses in the areas of teaching, scholarship, and service.
- 2.1.3 The school evaluates each candidate using a "rating scale" approved by The School of Art and the College of Fine Arts Promotion and Tenure Committees (see Appendices B, C, and D to this document).
- 2.1.4 Candidates whose names are not forwarded for promotion will receive a "Letter of Denial to Forward" which clearly indicates the grounds for the committee's decision in terms of the areas of 1) teaching, 2) scholarly and creative endeavors, and 3) service in a professional capacity.
- 2.1.5 Upon reception of the vita from School of Art faculty members, and accompanying documentation that supports the request(s), the School committee will evaluate each candidate's request for promotion, or tenure, or progress toward tenure.

The Committee will evaluate each request by using:

  - 2.1.5.1 The candidate's promotion and tenure materials;
  - 2.1.5.2 The School's Criteria Guidelines (see section VI);
  - 2.1.5.3 The School of Art Peer Evaluation Form (Classroom Observation Form, Appendix F)
  - 2.1.5.4 The School of Art Promotion and Tenure Worksheets (Appendices B, C & D);
  - 2.1.5.5 Teaching performance documents and student evaluations (Appendix H).
  - 2.1.5.6 The School's Promotion and Tenure File
  - 2.1.5.7 External review letters file for professor (Appendix I).
- 2.1.6 Credentials of those candidates to be recommended favorably for promotion by the school committee shall be forwarded to the dean of the College of Fine Arts in alphabetical order. Included with the credentials will be the School's Promotion and Tenure Committee's evaluations and recommendations.
- 2.1.7 The dean shall forward credentials to the College Promotion and Tenure Committee and charge it with the responsibility of evaluating each individual's credentials and determining whether or not candidates are to be recommended for promotion.
  - 2.1.7.1 Any recommendations from the college committee not receiving approval by the dean shall be returned to the committee with reasons for the disapproval. A two-thirds vote of the committee shall be required to override the disapproval after which the dean must forward the recommendations.

- 2.1.7.2 At the discretion of the dean with regard to extraordinary cases.
- 2.1.8 The dean shall forward the recommendations, including their evaluations, to the Provost and Executive Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Executive Vice President for Academic Affairs shall consult with the dean about the differences.
- 2.2 The School Promotion and Tenure Committee chairperson will send all School of Art faculty members a memorandum indicating the deadline for submission of promotion application materials.
- 2.3 Any School of Art faculty member desiring a promotion must provide a one-page cover letter of application outlining the rationale for the request by October 15; compile a vita (see Appendix A) including work completed prior to employment at Ball State, plus supporting documentation; and submit these materials to the School of Art Promotion and Tenure Committee chairperson on or before the deadline. As with the vita, the rationale and the supporting documentation for the promotion request will be organized by each candidate paralleling the format sequence of the College of Fine Arts Vita Form (Appendix A) for promotional materials.
3. Procedures for Preparing Cover Letter, Vita, and Supporting Documentation
- 3.1 A School of Art faculty member seeking promotion, or tenure, or satisfactory progress toward tenure is responsible for providing substantial supportive information to the school committee. Documentation of quality is important.
- 3.2 The School of Art requires a cover letter (essay) to be included in the candidate's tenure and/or promotion materials. The cover letter should be written in the form of an essay and be no longer than two pages explaining how documented activities relate to the candidate's role in the school. The cover letter should clearly identify the candidate's current year in the tenure process and whether the candidate is applying for early promotion. The cover letter should also clearly identify the candidate's most significant achievements in the areas of teaching, scholarship, and service.
- 3.3 The College of Fine Arts Vita Form (Appendix A) is to be utilized for organizing the basic vita submitted for promotion, or tenure, or progress toward tenure, and the paralleling supporting documentation (further details will be distributed by the Promotion and Tenure Committee chairperson each year).
- 3.4 Materials will be submitted in a format prescribed by the College of Fine Arts. The candidate must upload the cover letter, vita, and supporting documentation to OneDrive or another online submission venue established by the College of Fine Arts. The College of Fine Arts will create a system of folders in the online submission venue to organize the candidate's materials. The candidate must upload materials to the appropriate folders.
- 3.4.1 The cover letter must appear in the appropriate folder. For tenure or progress toward tenure, the letter should only address listings covering the period since the last submission. For promotion the cover letter should highlight and summarize the candidates most significant achievements since being placed on tenure track or their last promotion.
- 3.4.2 The vita outline must appear in its entirety in the appropriate folder. For tenure or progress toward tenure, listings covering the period since the last submission should be either in bold face or highlighted in yellow.
- 3.4.3 Additional supporting information, including evidence of teaching (syllabi, peer and student evaluations of teaching), evidence of scholarly or creative productivity (publications, exhibitions, presentations, and/or other work

completed), and evidence of service should be included in the appropriate folders. (See Appendix G to this document.)

3.4.3.1 Any work, image of work, or video of work submitted should be labeled. For student work, indicate course prefix and number, semester, and year. Include title, media, and dimensions if applicable. For personal work, include title, year, media, dimensions, length or duration, publication or exhibition information, and/or other relevant details.

## VII. RECONSIDERATION AND APPEAL

*(From Faculty and Professional Personnel Handbook University Promotion and Tenure document, Right of Reconsideration and Right of Appeal.)*

1. Reconsideration (*Faculty and Professional Personnel Handbook, University Promotion and Tenure Document, Right of Reconsideration*)
  - 1.1 Reconsideration is the act whereby a candidate may request that an initial adverse decision by the department or collegiate committee be reexamined. Reconsideration can take the place before an appeal. Reconsideration provides an opportunity for the candidate to clarify content of materials.
  - 1.2 If the initial adverse recommendation has been made by the School Promotion and Tenure Committee, then the candidate may ask for a reconsideration of that recommendation by the School Committee before they may proceed further.
    - 1.2.1 The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting them. For example, if a department Promotion and Tenure Committee advises a faculty member in writing that it is recommending against awarding tenure to such member, the period to request reconsideration would run from the date of receipt of that communication, rather than from the date on which the Board of Trustees subsequently announces the name of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the academic dean determines that good cause has existed for the delay.
    - 1.2.2 There are two permissible reasons to request reconsideration: 1) the School Promotion and Tenure Committee's incomplete review of; or 2.) misinterpretation of the promotion and tenure file. The candidate's written request must address the specific examples of the submitted materials potentially not reviewed or misinterpreted. The written request for reconsideration shall be recorded in the files of the department chairperson (or the College Dean, or the Provost, depending on the level of the reconsideration request) and forwarded to the appropriate Promotion and Tenure Committee.
    - 1.2.3 After receiving a request for reconsideration, the School Committee must meet to reconsider its initial adverse recommendation. The School Committee must meet with the candidate if they so request. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.
    - 1.2.4 After meeting to reconsider the candidate's materials, the committee shall vote to overturn or affirm the previous decision. If the decision is to affirm the initial adverse recommendation, the committee shall address, in writing, either in a detailed summary or by specific points, the reasons to affirm the initial adverse recommendation. The letter will be a part of promotion and tenure file.

- 1.2.5 The candidate's materials for promotion and/or tenure shall be held in the departmental office and shall not be forwarded to the College Promotion and Tenure Committee until the requests for reconsideration has been completed.
- 1.3 If the initial adverse recommendation has been made by the College Committee or Dean, then they may ask for reconsideration at the collegiate level.
  - 1.3.1 The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting him or her. For example, if a College Dean or College Promotion and Tenure Committee advises a faculty member in writing that it is recommending against awarding tenure to such member, the period to request reconsideration would run from the date of receipt of that communication, rather than from the date on which the Board of Trustees subsequently announces the names of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the academic dean determines that good cause has existed for the delay.
  - 1.3.2 There are two permissible reasons to request reconsideration: 1.) the College Committee's or Dean's incomplete review of; or 2.) misinterpretation of the promotion and tenure file. The candidate's written request must address the specific examples of the submitted materials potentially not reviewed or misinterpreted. The written request shall be filed in the office of the college dean.
  - 1.3.3 After receiving a request for reconsideration, the Collegiate Committee must meet to reconsider its initial adverse recommendation or in cases when only the college dean reviews the candidate, the Dean must reconsider the initial adverse recommendation. The Collegiate Committee or Dean must meet with the candidate if they so request. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.
  - 1.3.4 After meeting to reconsider the candidate's materials, in cases where the committee made the initial adverse decision, the committee shall vote to overturn or affirm the previous decision. This vote supersedes the previous vote. If the decision is to affirm the initial adverse recommendation, the committee shall address, in writing, either in a detailed summary or by specific points, the reasons to affirm the initial adverse recommendation regarding the candidate's written request. The letter will be a part of promotion and tenure file.
  - 1.3.5 If the first adverse decision is at the level of the Dean, the Dean will inform the candidate of their decision following reconsideration. If the decision is to affirm the initial adverse recommendation, the Dean shall address, in writing, either in a detailed summary or by specific points, the reasons to affirm the initial adverse recommendation regarding the candidate's written request. The letter will be a part of promotion and tenure file.
  - 1.3.6 The candidate's materials for promotion and/or tenure shall be held in the collegiate office and shall not be forwarded to the University Promotion and Tenure Committee until all requests for reconsideration have been exhausted.
- 1.4 If the initial adverse recommendation has been made by the Provost, then the candidate may ask for reconsideration by the Provost.
  - 1.4.1 The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting them. For example, if the Provost advises a faculty member in writing that they are recommending against awarding

tenure to such member, the period to request reconsideration would run from the date of receipt of the communication, rather than from the date on which the Board of Trustees subsequently announces the names of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the Provost determines that good cause has existed for the delay.

- 1.4.2 There are two permissible reasons to request reconsideration: 1.) the Provost's incomplete review of; or 2.) misinterpretation of the promotion and tenure file. The candidate's written request must address the specific examples of the submitted materials potentially not reviewed or misinterpreted. The written request shall be filed in the office of the Provost.
- 1.4.3 After receiving a request for reconsideration, the Provost must reconsider their adverse recommendation. The Provost must meet with the candidate if they request. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.
- 1.4.4 After reconsidering the candidate's materials, the Provost shall overturn or affirm the previous decision. This decision supersedes the previous decision.
- 1.4.5 The Provost will inform the candidate of their decision following reconsideration.
- 1.4.6 The candidate's materials for promotion and/or tenure shall be held in the Provost's Office and shall not be forwarded to the University President until all requests for reconsideration have been exhausted.

2. Appeals from Adverse Decisions (from *Faculty and Professional Personnel Handbook, University Promotion and Tenure Document, Right of Appeal*)

- 2.1 Tenure track faculty may appeal promotion and tenure decisions which adversely affect such individuals in accordance with provisions set forth in this section. An appeal is the act whereby a candidate alleges that a violation of existing procedure, or unfair treatment, or discriminatory treatment by the department, college, or Provost has resulted in an adverse decision. An appeal may be filed without following the reconsideration process. Appeals examine the process followed and not the content of materials. A decision in favor of the appellant does not guarantee tenure and/or promotion.

3. Bases for Request for Appeal

- 3.1 If the appellant is not satisfied with the decision of the School Committee, then they may appeal to the College Promotion and Tenure Committee. The request must be made within ten (10) calendar days following the appellant's receipt of the Department Committee's decision, and must be filed in the office of the academic dean. Any request that is not filed within this time limit will be denied automatically unless the Provost and Vice President for Academic Affairs determines that good cause has existed for the delay.
- 3.2 There are three permissible reasons to request appeal:
  - 3.2.1 Allegation of violation of approved departmental, collegiate, and/or University policies, including those set forth in the Faculty and Professional Personnel Handbook;
  - 3.2.2 Allegation of unfair treatment on the part of the decision makers;
  - 3.2.3 Allegation of discriminatory treatment on the part of the decision makers.

- 3.3 When an appellant alleges violation of the approved departmental, collegiate, and/or University policies, including those set forth in the Faculty and Professional Personnel Handbook, then they must cite the specific policies which a committee or administrator failed to follow. When filing a request for appeal, the appellant must also provide a summary of the way(s) in which the policies were violated and how such violation(s) adversely affected the appellant.
- 3.4 When an appellant alleges unfair treatment on the part of the decision makers, then they must cite the specific treatment engaged in by a committee or administrator. When filing a request for appeal, the appellant must also provide a summary of the reasons why the decision in question was clearly not merited by the evidence available to the decision makers and must also attach to the summary specific and detailed evidence in support of the reasons listed in the summary. Unfair treatment is defined as decisions which are arbitrary or capricious or which are clearly not supported by the evidence.
- 3.5 When an appellant alleges discriminatory treatment on the part of the decision makers, then they must cite the specific treatment engaged in by a committee or administrator. When filing a request for appeal the appellant must also provide a summary of the constitutionally or statutorily prohibited reasons upon which they believe the decision was based, and a detailed summary of the evidence which supports the appellant's allegation. Discriminatory treatment is defined as decisions based upon constitutionally or statutorily prohibited reasons, including unlawful discrimination.
- 3.6 When a request for appeal is filed which alleges discriminatory treatment on the part of the decision makers, the University's Director of Equal Opportunity and Affirmative Action, or their designee, shall serve in an advisory capacity to the committee or hearing panel at each level of appeal. All appeals alleging discriminatory treatment in promotion and tenure decisions shall be pursued under the procedures set forth in this document rather than under the Ball State University "Equal Opportunity and Affirmative Action Complaint Investigation Procedure and Appeal Process."
- 3.7 In all cases, the appellant has the burden of proving their allegations.
- 3.8 The academic dean is responsible for preparing an appeal file that will consist of (a) the formal request for hearing and any other materials submitted by the appellant; (b) the response and any other materials submitted by the School Committee or School Director. The appeal file will be forwarded to the chairperson of the hearing panel who will make certain that it is made available to all parties to the hearing.
- 3.8.1 The academic dean will assist the director of the hearing panel in arranging the hearing at the collegiate level.
- 3.9 A formal hearing will take place.
- 3.9.1 Timing. The College Committee must hold the hearing within thirty (30) calendar days of its receipt of the request for hearing. Days outside the regular academic year will not be counted in the thirty day computation. The chairperson of the College Committee may, with good cause, extend the thirty day deadline.
- 3.9.2 Membership of the hearing panel. The College Promotion and Tenure Committee may serve as the hearing panel, or it may establish a separate hearing panel. The hearing panel shall consist of not fewer than five (5) faculty members, at least two (2) of whom must also be members of the Promotion and Tenure Committee establishing the panel. The chairperson of the College Promotion and Tenure Committee, or their designee, will serve as chairperson of the hearing panel.

- 3.9.2.1 When an appeal is filed which alleges that a decision was the result of illegal discrimination, two (2) of the members of the hearing panel shall be appointed from among the full-time faculty and professional personnel serving on the Complaint Appeals Board of the Ball State University "Equal Opportunity and Affirmative Action Appeal Procedures." The appellant shall choose one (1) of such panelists and the responding party shall choose the other such panelist. If either the appellant or the responding party fails to make a selection, the University's Director of Equal Opportunity and Affirmative Action shall make that party's selection. The University's Director of Equal Opportunity and Affirmative Action, or their designee, shall serve in an advisory capacity to the hearing panel.
  - 3.9.2.2 No one may serve to hear an appeal who has a demonstrated conflict of interest such as previous involvement with the case, assignment to the same academic department or administrative area as any of the principals in the case, business involvement, or relationship to any of the principals. Decisions regarding such conflicts shall be made by the committee chairperson.
- 3.10 Parties. Parties participating in the hearing are (a) the appellant; and (b) the School Director and the School Promotion and Tenure Committee chairperson, who together shall serve as the responding party (unless the chairperson of the College Promotion and Tenure Committee appoints a different individual or individuals to serve as the responding party).
- 3.11 Notice of hearing. The parties shall be given at least ten (10) days notice of the date, time, and place of the hearing, unless they waive that notice in writing. The hearing may be postponed or continued by the chairperson of the hearing panel whenever they may deem appropriate, or upon the request of either party for good cause shown.
- 3.12 Materials used in hearing. The parties must furnish the chairperson of the hearing panel with the following materials at least five (5) working days prior to the date of the hearings:
  - 3.12.1 Copies of all documents upon which they intend to rely but which are not already a part of the appeal file;
  - 3.12.2 A list of any witnesses whom they plan to call. Copies of these materials must be distributed to all participants by the chairperson of the hearing panel at least three (3) working days prior to the date of the hearing. Additional materials and/or witnesses may not be utilized by either party at a hearing without the consent of the hearing panel.
- 3.13 Attendants at hearing. In addition to the hearing panel and the previously specified parties, the following persons may attend a hearing.
  - 3.13.1 A full-time, tenure track Ball State faculty or professional personnel member to serve as faculty colleague for the appellant.
  - 3.13.2 Representative of the academic dean's office.
  - 3.13.3 Other University-affiliated persons whose attendance is requested or approved by the chairperson of the hearing panel.
  - 3.13.4 Any person designated by the chairperson of the hearing panel to record and to prepare a summary of the evidence presented at the hearing.



- 3.13.5 Witnesses called by either party. Such witnesses shall be present only while they are testifying.
- 3.13.6 A recording secretary designated by the appellant, if they desire. This person must be a full-time Ball State faculty, professional personnel, or staff member. Failure, without good cause, of the appellant or the responding party to appear and proceed at the hearing may force the hearing panel to hear and respond to the appeal in the absence of the appellant or the responding party.
- 3.14 Quorum and challenges. A majority of the members of a hearing panel shall constitute a quorum. Either party may challenge a panel member on the grounds of personal bias. The decision whether to disqualify a challenged member shall be made by a majority vote of the remaining members, conducted by written ballot. If this vote results in a tie, the decision shall be made by the chairperson of the hearing panel.
- 3.15 Conduct of hearings. Hearings shall be conducted with a view toward providing the hearing panel with a complete understanding of the circumstances surrounding the decision which is being appealed. The chairperson of the hearing panel shall preside at the hearing and shall make all procedural rulings. These rulings may be reversed by a majority vote of the panel members present, including the chairperson.
- 3.16 Witnesses. Each party is responsible for ensuring the presence of their witnesses at a hearing. Written statements in lieu of the personal testimony of a witness shall not be permitted unless a majority of the panel members determine that a witness is unavailable to testify. All witnesses who testify may be questioned concerning any matter relevant to the hearing by any member of the hearing panel.
- 3.17 Hearing records. The hearing panel must arrange for minutes of the hearing to be taken. These minutes shall include a general summary of the major points made by the parties and participants at the hearing, any motions made or votes taken by the panel. Copies of approved minutes shall be made available upon request to the appellant and/or respondent within twenty (20) calendar days of the conclusion of the hearing. Further use of these minutes by either party is restricted to appeals at higher levels of the procedures outlined here or in external legal proceedings. Recordings or tapes of a hearing shall not be permitted.
- 3.18 Decision by the hearing panel. After the conclusion of the hearing, the hearing panel shall meet to consider the evidence presented at the hearing, or evidence already presented in the hearing file. At this time, the hearing panel may request an interview with the academic dean, or the academic dean may request an interview with the hearing panel. The hearing panel must determine whether the appeal should be upheld or denied, and it must set forth in writing a brief summary of the reasons for its decision. Copies of that decision are to be addressed to the academic dean and must be provided to all participants in the appeal within twenty (20) calendar days of the conclusion of the hearing.
- 3.18.1 The decision of the hearing panel shall be deemed to be the decision of the College Promotion and Tenure Committee, without further action on the part of the committee.
- 3.18.1.1 When a hearing panel votes to uphold an appeal, then it must specify a remedy for the situation or specify a recommended course of action to the appropriate parties (for example, a rehearing of a case by a previous committee or administrator). If the responding party does not agree with this recommendation, that party may appeal to the University Promotion and Tenure Committee.

- 3.18.1.2 When a hearing panel votes to deny an appeal, then the appellant has the right to appeal this decision to the University Promotion and Tenure Committee.
- 3.19 If an appellant or respondent wishes to appeal the decision of a collegiate hearing panel, either may request a hearing before the University Promotion and Tenure Committee. The request must be made within ten (10) calendar days following receipt by the appealing party of the collegiate hearing panel's decision and must be filed in the Office of the Provost and Vice President for Academic Affairs. See "Bases for Request for Appeal" VIII, 2., for information on the bases of appeal and what should be included in the request for a hearing. Any request not filed within this time limit shall be denied automatically unless the Provost and Vice President for Academic Affairs determines that good cause has existed for the delay.
- 3.20 The Provost and Vice President for Academic Affairs is responsible for preparing an appeal file that shall consist of (a) the formal request for hearing and any other materials submitted by the appellant; (b) the responses and any other materials submitted by the Department Committee and/or Dean. The appeal file shall be forwarded to the chairperson of the hearing panel who shall make certain that it is made available to all parties to the hearing.
- 3.20.1 The Provost and Vice President for Academic Affairs designee shall assist the chairperson of the hearing panel in arranging the hearing at the University level.
- 3.21 A formal hearing will take place.
- 3.21.1 Timing. The University Promotion and Tenure Committee must hold the hearing within thirty (30) calendar days of its receipt of the request for hearing. Days outside the regular academic year shall not be counted in the thirty day computation. The chairperson of the University Committee may, with good cause, extend the thirty day deadline.
- 3.21.2 Membership of the hearing panel. The University Promotion and Tenure Committee may serve as the hearing panel, or it may establish a separate hearing panel. The hearing panel shall consist of not fewer than five (5) faculty members, at least two (2) of whom must also be members of the Promotion and Tenure Committee establishing the panel. The chairperson of the University Promotion and Tenure Committee, or their designee, shall serve as chairperson of the hearing panel.
- 3.21.2.1 When an appeal is filed which alleges that a decision was the result of illegal discrimination, two (2) of the members of the hearing panel shall be appointed from among the full-time faculty and professional personnel then serving on the Complaint Appeals Board of the Ball State University "Equal Opportunity and Affirmative Action Appeal Procedures." The appellant shall choose one (1) of such panelists and the responding party shall choose the other such panelist. If either the appellant or the responding party fails to make a selection, the University's Director of Equal Opportunity and Affirmative Action, shall make that party's selection. The University's Director of Equal Opportunity and Affirmative Action, or their designee, shall serve in an advisory capacity to the hearing panel.
- 3.21.2.2 No one may serve to hear an appeal who has a demonstrated conflict of interest such as previous involvement with the case, assignment to the same academic department or administrative area as any of the principals in the case, business involvement,

or relationship to any of the principals. Decisions regarding such conflicts shall be made by the committee chairperson.

- 3.22 Parties. The parties participating in the hearing are (a) the appellant; and (b) the administrator and the chairperson of the Promotion and Tenure Committee at the level of the initial adverse recommendation; and (c) if applicable, the dean and the chairperson of the College Promotion and Tenure Committee.
- 3.23 Notice of hearing. The parties shall be given at least ten (10) calendar days notice of the date, time, and place of the hearing, unless they waive that notice in writing. The hearing may be postponed or continued by the chairperson of the hearing panel whenever they may deem appropriate, or upon the request of either party for good cause shown.
- 3.24 Materials used in hearing. The parties must furnish the chairperson of the hearing panel with the following materials at least five (5) working days prior to the date of the hearings:
- 3.24.1 Copies of all documents, including records of the college hearing, upon which they intend to rely but which are not already a part of the appeal file;
  - 3.24.2 A list of any witnesses whom they plan to call. Copies of these materials must be distributed to all participants by the chairperson of the hearing panel at least three (3) working days prior to the date of the hearing. Additional materials and/or witnesses may not be utilized by either party at a hearing without the consent of the hearing panel.
- 3.25 Attendants at hearing. In addition to the hearing panel and the previously specified parties, the following persons may attend a hearing.
- 3.25.1 A full-time tenure track Ball State faculty or professional personnel member to serve as faculty colleague for the appellant.
  - 3.25.2 Representative of the Provost and Vice President for Academic Affairs' Office.
  - 3.25.3 Other University-affiliated persons whose attendance is requested or approved by the chairperson of the hearing panel.
  - 3.25.4 Any person designated by the chairperson of the hearing panel to record and to prepare a summary of the evidence presented at the hearing.
  - 3.25.5 Witnesses called by either party. Such witnesses shall be present only while they are testifying.
  - 3.25.6 A recording secretary can be designated by the appellant, if they desire. This person must be a full-time Ball State faculty, professional personnel, or staff member. Failure, without good cause, of the appellant or the responding party to appear and proceed at the hearing may force the hearing panel to hear and respond to the appeal in the absence of the appellant or the responding party.
- 3.26 Quorum and challenges. A majority of the members of a hearing panel shall constitute a quorum. Either party may challenge a panel member on the grounds of personal bias. The decision whether to disqualify a challenged member shall be made by a majority vote of the remaining members, conducted by written ballot. If this vote results in a tie, the decision shall be made by the chairperson of the hearing panel.
- 3.27 Conduct of hearings. Hearings shall be conducted with a view towards providing the hearing panel with a complete understanding of the circumstances surrounding the decision which is being appealed. The chairperson of the hearing panel shall preside at

the hearing and shall make all procedural rulings. These rulings may be reversed by a majority vote of the panel members present, including the chairperson.

- 3.28 Witnesses. Each party is responsible for ensuring the presence of their witnesses at a hearing. Written statements in lieu of the personal testimony of a witness shall not be permitted unless a majority of the panel members determine that a witness is unavailable to testify. All witnesses who testify may be questioned concerning any matter relevant to the hearing by any member of the hearing panel.
- 3.29 Hearing records. The hearing panel must arrange for minutes of the hearing to be taken. These minutes shall include a general summary of the major points made by the parties and participants at the hearing, any motions made or votes taken by the hearing panel. Copies of approved minutes shall be made available upon request to the appellant and/or respondent within twenty (20) calendar days of the conclusion of the hearing. Further use of these minutes by either party is restricted to appeals at higher levels of the procedures outlined here or in external legal proceedings. Recordings or tapes of a hearing shall not be permitted.
- 3.30 Decision by the hearing panel. After the conclusion of the hearing, the hearing panel shall meet to consider the evidence presented at the hearing, or evidence already presented in the hearing file. The hearing panel must determine whether the appeal should be upheld or denied, and it must set forth in writing a brief summary of the reasons for its decision. Copies of that decision are to be addressed to the Provost and Vice President for Academic Affairs, and must be provided to all participants in the appeal within twenty (20) calendar days of the conclusion of the hearing.
- 3.30.1 The decision of the hearing panel shall be deemed to be the decision of the University Promotion and Tenure Committee, without further action on the part of the committee.
- 3.30.1.1 When a hearing panel votes to uphold an appeal, then it must specify a remedy for the situation or specify a recommended course of action to the appropriate parties (for example, a rehearing of a case by a previous committee or administrator or a recommendation for or against promotion or tenure of an appellant). If the responding party does not agree with this recommendation, that party may appeal to the Provost and Vice President for Academic Affairs.
- 3.30.1.2 When a hearing panel votes to deny an appeal, then the appellant has the right to appeal this decision to the Provost and Vice President for Academic Affairs.
- 3.31 If either the appellant or the respondent is not satisfied with the response of the University hearing panel, then either may request a conference with the Provost and Vice President for Academic Affairs. This request must be made within ten (10) calendar days following the requesting party's receipt of the University hearing panel's decision. Any appeal not filed within this time limit will be denied automatically unless the Provost and Vice President for Academic Affairs determines that good cause has existed for the delay. The Provost and Vice President for Academic Affairs must confer with the parties and then reply in writing to any bases for appeal set forth by the party requesting the conference, and must furnish a copy of this statement to the appellant and the responding parties within thirty (30) calendar days of receipt of the request for the conference. The Provost and Vice President for Academic Affairs may, with good cause, extend the thirty (30) day deadline.
- 3.32 The decision of the Provost and Vice President for Academic Affairs is final.

#### 4 Appeals Which Begin at the College Level

- 4.1 If the initial adverse recommendation has been made by the College Promotion and Tenure Committee or academic dean, then the appellant may request a hearing before the University Promotion and Tenure Committee.
- 4.2 The procedures outlined above in 3.19-3.32 shall then be in effect.
- 5 Appeals Which Begin at the Provost and Vice President for Academic Affairs Level
  - 5.1 When the initial adverse recommendation has been made by the Provost and Vice President for Academic Affairs, then the appeal must be made to the President.
  - 5.2 The request for appeal must be made in writing within ten (10) calendar days following the appellant's receipt of written notice of the adverse decision on the part of the Provost and Vice President for Academic Affairs. Any appeal not filed within this limit will be denied automatically unless the President determines that good cause has existed for the delay. The President must confer with the parties and then reply in writing to any bases for appeal set forth by the appellant, and must furnish a copy of this statement to the appellant and the responding parties within thirty (30) calendar days of receipt of appeal. The President may, with good cause, extend the thirty (30) day deadline.
  - 5.3 The decision of the President is final.

APPENDIX A

BALL STATE UNIVERSITY  
COLLEGE OF FINE ARTS  
SCHOOL OF ART  
VITA FORM

(For Tenure and Progress toward Tenure):

STATEMENT OF PROFESSIONAL ACTIVITIES SUBMITTED IN CONSIDERATION  
FOR TENURE OR PROGRESS TOWARD TENURE

(For Promotion):

STATEMENT OF PROFESSIONAL ACTIVITIES SUBMITTED IN CONSIDERATION  
FOR PROMOTION TO THE RANK OF \_\_\_\_\_

(List all information in reverse chronological order, i.e., most recent first.)

1. Name, Current Rank, School
2. Education
  - 2.1 Degree(s), Date(s), School(s), Major(s), Minor(s)
  - 2.2 Non-degree Study
3. Curriculum Vitae [Summary of Employment History]
4. Teaching, Curriculum Development, Administrative History
  - 4.1 Teaching responsibilities (Peer and student evaluations--subdivided into objective [cafeteria form] and subjective [letters, anecdotal, etc.]--on file.)
    - 4.11 Credit classes (List each course and indicate the number of quarters or semesters each has been taught.)
    - 4.12 Master's theses (Chair responsibilities marked with \*.)
    - 4.13 Doctoral committees (Chair responsibilities marked with \*.)
    - 4.14 Honors, awards, and special recognitions for teaching
    - 4.15 Other
  - 4.2 Program, Curriculum, Course Development
  - 4.3 Administration
5. Research, scholarly productivity, creative endeavors (Where applicable or as required, indicate if local, state, regional, national or international, and if an accomplishment is juried or refereed, invited, competitive, and/or honorarium paid. In addition, if required by the unit, describe the activity's relative merit based on its impact, dissemination, and peer review.)
  - 5.1 Publications
  - 5.2 Papers read, lectures
  - 5.3 Unpublished (or unpublishable) creative works within the discipline, e.g., contracted professional work, compositions, sculptures, paintings, historical editions, etc.
  - 5.4 Concerts, recitals, readings, shows, major purchases of work by collectors or galleries, etc., of a public nature

- 5.5 Conducting, directing, coaching, special preparation of students for competitions, etc. (Applicants must use their own judgment to determine whether this information is best placed here or in Teaching, Section 4.)
- 5.6 Funded grants
- 5.7 Work in progress
  - 5.71 Contracted publications in progress
  - 5.72 Lectures in progress
  - 5.73 Creative endeavors in progress
  - 5.74 Directing, coaching in progress
  - 5.75 Grants pending
- 5.8 Consulting
- 5.9 Professional growth
  - 5.91 Attendance at professional meetings (Program participation indicated by \*.)
  - 5.92 Study
- 5.10 Honors, awards, and special recognitions
- 6. Professional Service
  - 6.1 Institutional service
  - 6.2 Professional service outside the university
    - 6.21 Local
    - 6.22 Regional
    - 6.23 National
    - 6.24 International
  - 6.3 Honors, awards for professional service
  - 6.4 Advising and other student support activities
  - 6.5 Professional memberships

APPENDIX B

SCHOOL OF ART  
COLLEGE OF FINE ARTS  
PROMOTION AND TENURE WORKSHEET: TENURE TRACK ANNUAL REVIEW

Candidate: \_\_\_\_\_

I. DEGREE AND LEVEL OF ACHIEVEMENT (Must meet one of the following.)

Terminal degree in specialty or \_\_\_\_\_

Evidence of extraordinary experience/expertise as approved by Provost in  
letter of appointment \_\_\_\_\_

II. QUALITY OF WORK (See stipulations in school documents)

A. Teaching	Low	High	<u>Comments</u>
1. Student evaluations	1 2 3	4 5	
2. Peer evaluations	1 2 3	4 5	
3. Director evaluation(s)	1 2 3	4 5	
4. Other	1 2 3	4 5	
 B. Scholarship			
1. Publications	1 2 3	4 5	
2. Performances	1 2 3	4 5	
3. Creative productivity	1 2 3	4 5	
4. Dramatic or musical productivity	1 2 3	4 5	
5. Other	1 2 3	4 5	
 C. Service of a professional nature			
1. School	1 2 3	4 5	
2. College	1 2 3	4 5	
3. University	1 2 3	4 5	
4. Artistic discipline	1 2 3	4 5	
5. Non-university community	1 2 3	4 5	

III. PROFESSIONAL GROWTH

A. Has the candidate sustained and demonstrated professional growth over a period of years?

B. Does the candidate demonstrate through documentation that there is reasonable expectation for continued growth?

IV. ON THE BASIS OF THE DOCUMENTATION FOR THIS CANDIDATE:

\_\_\_\_\_ recommend successful progress towards tenure  
\_\_\_\_\_ recommend unsuccessful progress towards tenure



APPENDIX C

SCHOOL OF ART  
COLLEGE OF FINE ARTS  
PROMOTION WORKSHEET: TENURE AND RANK OF ASSOCIATE PROFESSOR

Candidate: \_\_\_\_\_

I. DEGREE AND LEVEL OF ACHIEVEMENT (Must meet one of the following.)

Terminal degree in specialty or \_\_\_\_\_

Evidence of extraordinary experience/expertise as approved by Provost in letter of appointment \_\_\_\_\_

II. QUALITY OF WORK (See stipulations in school documents)

A. Teaching	Low	High	<u>Comments</u>
1. Student evaluations	1 2 3 4 5		
2. Peer evaluations	1 2 3 4 5		
3. Director evaluation(s)	1 2 3 4 5		
4. Other	1 2 3 4 5		
B. Scholarship			
1. Publications	1 2 3 4 5		
2. Performances	1 2 3 4 5		
3. Creative productivity	1 2 3 4 5		
4. Dramatic or musical productivity	1 2 3 4 5		
5. Other	1 2 3 4 5		
C. Service of a professional nature			
1. School	1 2 3 4 5		
2. College	1 2 3 4 5		
3. University	1 2 3 4 5		
4. Artistic discipline	1 2 3 4 5		
5. Non-university community	1 2 3 4 5		

III. PROFESSIONAL GROWTH

A. Has the candidate sustained and demonstrated professional growth over a period of years?

B. Does the candidate demonstrate through documentation that there is reasonable expectation for continued growth?

IV. ON THE BASIS OF THE DOCUMENTATION FOR THIS CANDIDATE:

\_\_\_\_\_ Promotable at this time

\_\_\_\_\_ Not promotable at this time

APPENDIX D

SCHOOL OF ART  
COLLEGE OF FINE ARTS  
PROMOTION WORKSHEET: RANK OF PROFESSOR

Candidate: \_\_\_\_\_

I. DEGREE AND LEVEL OF ACHIEVEMENT (Must meet one of the following.)

Terminal degree in specialty or \_\_\_\_\_

Evidence of extraordinary experience/expertise as approved by Provost in letter of appointment \_\_\_\_\_

II. QUALITY OF WORK (See stipulations in school documents)

A. Teaching	Low	High	<u>Comments</u>
1. Student evaluations	1 2 3 4 5		
2. Peer evaluations	1 2 3 4 5		
3. Director evaluation(s)	1 2 3 4 5		
4. Other	1 2 3 4 5		
B. Scholarship			
1. Publications	1 2 3 4 5		
2. Performances	1 2 3 4 5		
3. Creative productivity	1 2 3 4 5		
4. Dramatic or musical productivity	1 2 3 4 5		
5. Other	1 2 3 4 5		
C. Service of a professional nature			
1. School	1 2 3 4 5		
2. College	1 2 3 4 5		
3. University	1 2 3 4 5		
4. Artistic discipline	1 2 3 4 5		
5. Non-university community	1 2 3 4 5		

III. PROFESSIONAL GROWTH

A. Has the candidate sustained and demonstrated professional growth over a period of years?

B. Does the candidate demonstrate through documentation that there is reasonable expectation for continued growth?

IV. ON THE BASIS OF THE DOCUMENTATION FOR THIS CANDIDATE:

\_\_\_\_\_ Promotable at this time

\_\_\_\_\_ Not promotable at this time

APPENDIX E

SCHOOL OF ART  
COLLEGE OF FINE ARTS  
TENURE WORKSHEET

Candidate: \_\_\_\_\_

I. DEGREE AND LEVEL OF ACHIEVEMENT (Must meet one of the following.)

Terminal degree in specialty or \_\_\_\_\_

Evidence of extraordinary experience/expertise as approved by Provost in letter of appointment \_\_\_\_\_

II. QUALITY OF WORK (See stipulations in school documents)

A. Teaching	Low	High	<u>Comments</u>
1. Student evaluations	1 2 3	4 5	
2. Peer evaluations	1 2 3	4 5	
3. Director evaluation(s)	1 2 3	4 5	
4. Other	1 2 3	4 5	
B. Scholarship			
1. Publications	1 2 3	4 5	
2. Performances	1 2 3	4 5	
3. Creative productivity	1 2 3	4 5	
4. Dramatic or musical productivity	1 2 3	4 5	
5. Other	1 2 3	4 5	
C. Service of a professional nature			
1. School	1 2 3	4 5	
2. College	1 2 3	4 5	
3. University	1 2 3	4 5	
4. Artistic discipline	1 2 3	4 5	
5. Non-university community	1 2 3	4 5	

III. PROFESSIONAL GROWTH

A. Has the candidate sustained and demonstrated professional growth over a period of years?

B. Does the candidate demonstrate through documentation that there is reasonable expectation for continued growth?

IV. ON THE BASIS OF THE DOCUMENTATION FOR THIS CANDIDATE:

\_\_\_\_\_ Recommend tenure

\_\_\_\_\_ Deny tenure

APPENDIX F

Appendix F  
Page 1 of 2

Peer Evaluation Form (Classroom Performance Observation)

Instructor: Please fill in all pertinent information on the top of this page, and give the form to the observer prior to the scheduled observation. Related materials may also be provided to the observer prior to scheduled observation.

Instructor Observed \_\_\_\_\_ Semester & Year

Course Number \_\_\_\_\_ Course Title

Meeting Time of Class \_\_\_\_\_ Location of Class

Intended Format of the Class Session

Topic of this Session

Objective for this Session (or course)

Observer: Review and/or record pertinent information on pages one and two of this form. Discuss your observations with the instructor following the visitation. Then prepare a clean copy of your report on this form, sign the form, review the report with the instructor, and obtain their signature. When the peer evaluation is completed and signed, it should be submitted to the Director of the School of Art for insertion into file. A copy will then be provided to the observed instructor.

Observer \_\_\_\_\_ Date of Observation

Length of Observation

Instructional Format Observed (lecture, discussions, critique, studio)

Related Course Materials Provided by the Instructor (syllabus, handouts, etc.):

Observation \_\_\_\_\_ Announced

\_\_\_\_\_ Unannounced

Instructor's Signature \_\_\_\_\_ Date

Observer's Signature \_\_\_\_\_ Date

Peer Evaluation Form (Classroom Performance Observation) - continued

Instructor Observed \_\_\_\_\_ Semester & Year

Course Number \_\_\_\_\_ Course Title

Observer's Report: Perceptions and Comments

	Low					High	
1. The Instructor is very knowledgeable and displays a clear understanding of the course and its objectives	1	2	3	4	5	NA	
2. The Instructor is well-prepared and provides appropriate explanations, examples, syllabi, etc. for the class activities	1	2	3	4	5	NA	
3. The Instructor assigns tasks/activities that are relevant and appropriate for the level of sophistication of this course and the hours of credit	1	2	3	4	5	NA	
4. The Instructor is an effective communicator	1	2	3	4	5	NA	
5. The Instructor gives useful and constructive criticism	1	2	3	4	5	NA	
6. The Instructor encourages student input-participation	1	2	3	4	5	NA	
7. The course appears to develop the creative ability of the students	1	2	3	4	5	NA	
8. The class response is positive and the students appear to understand what is expected of them	1	2	3	4	5	NA	
9. During the time period observed, the Instructor's teaching effectiveness was	1	2	3	4	5	NA	

What are the strengths as observed during this time period?

What are the weaknesses as observed during this time period?

## APPENDIX G

### AREA SPECIFIC DESCRIPTIONS OF SCHOLARSHIP

The School of Art faculty reflects the great diversity inherent in the visual arts. It then becomes requisite that the membership of the School of Art Promotion and Tenure Committee recognize fully the scope of endeavors presented for assessment by faculty candidates in pursuit of promotion and tenure. This appendix further defines, clarifies, and documents the criteria, specific to each area in the School of Art, which is generally considered scholarly achievement. The determination of quality is also addressed. Overall performance in the area of productivity is to be evaluated on a demonstrated, cumulative record of the individual's sustained pursuit of creative and scholarly excellence.

As stated in Section 3 of the main document, the responsibility for thorough documentation of performance as evidence of quality falls upon the faculty candidate. Acceptable evidence upon which the committee may conduct qualitative reviews of the candidate's performance is also noted.

All types of productivity are judged to be of value. The evaluation of these endeavors should be interpreted with sufficient flexibility to allow for outstanding achievements in diverse areas. It is not expected that candidates produce in all stated areas of productivity, however, it is recommended that candidates seek exposure in a variety of locales and venues in order to provide evidence of peer adjudication.

Any academic unit, Department and/or College, which initiates a joint appointment, shall include in their Promotion and Tenure documents clear and equitable policies and procedures which identify the review and evaluation processes associated with that joint appointment.

The six primary areas of the School of Art are presented and defined: The Animation Artist, The Art Historian, Designer, Educator, Print/Graphic Tactician, and Studio Artist. It is assumed individual faculty candidates be allowed some latitude for crossover or interdisciplinary pursuits. In all cases, the quality of the endeavor is most important.

#### The Art Historian

Modern art history, since its inception, has been an interdisciplinary field. Even though much of its earlier twentieth-century activity has been concerned with defining the field as an independent and separate discipline within the humanities, it remains true and is increasingly a matter of practice in American and international art history that the study of art as cultural artifact can and must involve a wide range of interrelated fields and methodologies. The area therefore recognizes that a broad rather than narrow definition of art history productivity best serves the needs of the university and its faculty.

#### Areas of Scholarship

Participation in scholarly conferences or other academic forums as organizer, presenter, panelist, chair or panel coordinator, or respondent.

Publication of a book which demonstrates the scholarly abilities of the candidate. The primary audience may be either the art historical community, an audience of specialists in the candidate's area(s) of expertise, or a wider audience.

Publication in scholarly periodicals and edited books, either in print or online, which demonstrate the professional abilities of the candidate as stated above. This is expressly seen as including articles and chapters on art history pedagogical problems and methods, as well as periodicals and edited books in area studies, religious studies, gender studies, art criticism, museum studies, curatorial studies, history of architecture and landscape architecture, specific historical periods, history of collecting and exhibitions, philosophy and aesthetics, sociology, anthropology, and visual studies, as well as those journals and edited books more traditionally associated with art history per se. Publications that are peer-reviewed, invited, or adjudicated by one or more scholarly editors are appropriate submissions in this category.

Editing for a scholarly periodical, book, exhibition catalogue, or publisher.

Serving as a guest curator or consultant for a museum or gallery exhibition when this entails the scholarly study, interpretation, and presentation of a body of artwork.

Authoring an exhibition catalogue, an essay within a catalogue, or other museum or gallery publication. Writing exhibition labels or other texts, conducting research, or consulting for a museum.

Contributing to reputable websites when this involves scholarly research and interpretation relevant to the field. Such sources would likely be sponsored by universities, museums, publishers, or scholarly organizations. Self-published websites would require evidence of intellectual rigor or impact.

Other standard vehicles for professional art historical activity include articles in specialized reference books, textbook writing (especially for upper level courses which exhibit a distinctive interpretive character), translation of texts significant in the field, (especially if annotated or accompanied by an essay), publication of manuscript documents of interest to the field when annotated or accompanied by an essay, responses in adjudicated periodicals, critical reviews of exhibitions, book reviews, and the preparation of or contributions to a video recording or other electronic media such as podcasts, and radio or television programs, if it reflects scholarship or a distinctive interpretive insight. While the classic definition and expectations of art history productivity are in the realm of traditional scholarship and writing, experience and success in art making does enhance the professional knowledge and perception of the art historian and thus such activity should also be credited toward promotion and tenure.

#### Criteria for determining quality

The committees are asked to consider...

The scope of the undertaking itself, with reference not only to the size of the resulting work but also the obstacles to scholarly study (i.e., limited accessibility to resources, external translations of documents, copyright restraints, etc.) which had to be overcome to achieve the result.

Whether the audience is local, regional, or national, and whether it is specifically art historical or academic, sophisticated though not necessarily academic, or the public.

If applicable, the soundness and thoroughness of the methodology of study.

Uniqueness and creativity in the formulation and execution of the project, and/or the extent to which the work fills a significant gap in the field.

Whether or not the candidate was one of several collaborators or the sole author.

#### Evidence presented to the committee for review

The work itself

Abstracts and/or conference programs

Citations of the candidate's work (in books, articles, etc. by other scholars)

Qualitative evaluations in the form of letters of invitation, letters of response, awards and other institutional recognition, published reviews, etc.

Online journals, exhibitions, or websites with evidence of scholarly review and rigor

Copies of contractual agreements or commission statements

#### The Designer

Design refers to those activities that primarily involve creative and visual production of ideas and services for a client, corporation, institution, or agency. Design may also include the production of images or products for creative expression and whose outlet would be in the realm of fine art or design exhibitions. Design productivity can include those endeavors associated with academic scholarship such as publishing articles, essays, or books related to the discipline.

#### Areas of Scholarship

Scholarship includes the production of articles, essays, or books using a refereed or editorial review process.

Design includes commissioned or contractual work in the areas of graphic, photography/video, or environmental design for clients.

Studio Art includes the artistic presentation of visual concepts for exhibition or competitions (i.e., illustration, artist's books, architectural illustration, or the presentation of conceptual ideas.) For those engaged solely in studio endeavors, one person, two-person, group, competitive, invitational or theme exhibitions in museums or galleries are considered appropriate venues.

Lectures and professional presentations of essays or scholarship pertaining to history, theory, criticism, professional experience, or fine art bodies of work.

Publication of visual work selected based on artistic merit.

#### Criteria for determining quality

The committees are asked to consider...

The scope of the endeavor. This refers to the extent of the endeavor relative to the size, responsibility assumed, and time expended in the execution of the work (i.e., a single page brochure would carry less weight than a 100 page book). The full coordination of a project from concept to installation or printing is an important consideration.

The audience. This criterion addresses the extent of visibility and audience of the endeavor. Work commanding an international exposure would be considered more significant than a project reaching a local audience.

Inventiveness and substance of design. The quality and effectiveness of a completed work may be gauged via a written evaluation of the work by the client or their peers within the artistic or professional community at large via awards or other forms of recognition.

Exhibition. All exhibition opportunities are of value; however, traditionally national and international venues carry more weight than regional exhibitions, and regional more than local. Both juried and invitational shows are acceptable forms of adjudication and serve to indicate quality as would the degree of focus on the candidate's work (i.e., one-person, two-person, or small group exhibitions).

Holistic review. However diverse a candidate's body of work may be, it must be considered as a whole. Much contractual/commissioned work is dependent upon the public and economic health, and competition within the discipline for available contracts. Competitions and exhibitions in the design profession tend to be fewer than those offered in other areas of creative production. Written and spoken works are equally viable as creative outlets for the design educator.

#### Evidence presented to the committee for review

The work itself or visual representations of work

Abstracts and/or conference programs

Qualitative evaluations in the form of letters from clients, and other forms of review



Evaluation by peers (competition recognition, awards, etc.)

Copies of contractual agreements or commission statements

Online journals, exhibitions, or websites with evidence of scholarly review and rigor

## The Art Educator

Art education is a field in which both content, knowledge, and pedagogy are important. While art educators often conduct traditional types of qualitative and quantitative scholarship in many subject areas, the art education area recognizes that both traditional and nontraditional forms of scholarship (i.e. Discovery, Integration, Application, Teaching) meet the needs of the field. Modern art educators are expected to be knowledgeable about studio art, aesthetics, art criticism, and art history along with methods of presenting these concepts and ideas to all types and ages of students. The art education area recognizes a broad definition of scholarship.

## Areas of Scholarship

Participation in scholarly conferences or other academic forums as presenter, panelist, or respondent.

Publication of books that demonstrate the content or pedagogical knowledge of the candidate. The intended audience may be either the art education community or a wider audience.

Publication in adjudicated and/or invited periodicals or publications, including electronic journals, which demonstrate the professional abilities of the candidate in any area of art education. These can include articles on art, education, pedagogy, curriculum, assessment, methods, computer applications in art education, gender studies, aesthetics, art criticism, studio techniques, art history, philosophy, sociology, the history of art education, or other related area as well as traditional art education journal topics.

Initiating and directing research grants or applied teaching projects that are recognized as excellent through peer review.

All exhibition opportunities are of value; however, traditionally national and international venues carry more weight than regional exhibitions, and regional more than local. Both juried and invitational shows are acceptable forms of adjudication and serve to indicate quality as would the degree of focus on the candidate's work (i.e., one-person, two-person, or small group exhibitions). Other forms of productivity such as articles in specialized reference books, textbook writing, critical reviews of exhibitions, software, books or articles that contribute to curricular concepts or other areas in the field of art education.

Serving as a guest curator for a museum or university gallery exhibition, especially when this entails some research and interpretation of the artwork.

## Criteria for determining quality

The committees are asked to consider...

The significance and scope of the scholarly activity and the type of review to which it has been subjected.

The degree to which other scholars or authors refer to scholarly works through citations.

Whether the activity or document has been invited. If not invited, then whether the activity or document has been subjected to peer review.

The candidate's body of work must be considered as a whole. Art education is primarily concerned with informing a wide range of people, preschool to post-doctoral degree students and the public, about art. There are many ways to promote the goal of understanding and appreciation of the aesthetic domain. The candidate's productivity should be considered with this goal in mind.

## Evidence presented to the committee for review

The work itself or visual representations of work

Abstracts and/or conference programs, exhibition announcements

Citations of the candidate's work (in books, articles, etc. by other scholars)

Evaluation by peers (recognition, awards, etc.)

Qualitative evaluations in the form of letters of invitation, letters of response, awards and other institutional recognition, published reviews, etc.

Online journals, exhibitions, or websites with evidence of scholarly review and rigor

## The Print/Graphic Tactician

The Print/Graphic Tactician refers to the production of both print and electronic forms of graphic content. This process includes the application of theories, procedures, methods, and techniques applied to multiple reproduction processes. Study in this area may include technical research, the applications associated with teaching graphics, the control and monitor of reproduction processes, the creation of designs and elements for commercial applications, and the creation of original works. Sole authorship is of significant importance.

## Area of Scholarship

Publication in scholarly periodicals or writing a textbook support the area of scholarship. These items would include articles, essays, publications, or books that use a refereed or editorial review process. Examples of topics include content on research, technology, pedagogical methods, graphic communications education, and history of graphic communications, marketing, and management. This includes internet-based publications where content supports the areas above. Self-published internet-based resources requires strong evidence of intellectual rigor or impact.

Editor or publisher of scholarly publications or periodicals.

Lectures and professional presentations of scholarship pertaining to research, technology, pedagogical methods, graphic communications education, history of graphic communications, marketing and management.

Participation in scholarly conferences or other academic forums as presenter, panelist, chair or panel coordinator, or respondent.

Commissioned or contractual work in the areas of graphics, photography, or video, for commercial applications or clients.

Other standard vehicles for professional activity include the preparation of photographic, video or electronic media, and activities defined as entrepreneurial, immersive, or experimental learning. Items of particular importance enhance the professional knowledge and perception of the Print/Graphic Tactician.

Art or illustrations that includes the artistic presentation of visual concepts for exhibition or competitions (i.e., illustration, artist's books, architectural illustration, or the presentation of conceptual ideas), and publications of visual work selected based on artistic merit.

The initiating and directing of grant opportunities. This includes the application process with added weight given to the procurement of grants. Grant opportunities should support areas of research, technology, pedagogical methods, graphic communications education, and history of graphic communications, marketing and management. Acquisitions and donations of hardware and software will also be considered noteworthy if the value and effect of the donation advances the program of the Print/Graphic Tactician.

## Criteria for determining quality

The committees are asked to consider...

The scope of the record, with reference to the endeavor's relative size, assumed responsibility, and time in execution. This includes obstacles to scholarly study (i.e., limited accessibility to resources, external translations of documents, copyright restraints, etc.) which had to be overcome to achieve the result. The full coordination of a project from concept to completion is an important consideration.

Whether the audience is local, regional, or national. This criterion addresses the extent of visibility and audience of the endeavor. Work commanding national and international exposure will be considered more significant than projects reaching a local audience.

Whether the activity or document has been invited. If not invited, then whether the activity or document has been subjected to peer review. Sole authorship is of significant importance.

The impact the work has on the recipients as well as the field of graphic communications.

The candidate's body of work must be considered as a whole. Much contractual/commissioned work is dependent upon the public and economic health, and competition within the discipline for available contracts. Competitions and exhibitions in the graphic communications tend to be fewer than those offered in other areas of creative production. Written and spoken works are equally viable as creative outlets for the design educator.

## Evidence presented to the committee for review

The work itself or visual representations of work

Periodical index citations of the candidate's work

Copies of contractual agreements or commission statements

Online journals, exhibitions, or websites with evidence of scholarly review and rigor

Evaluation by peers (competition recognition, awards, etc.)

Qualitative evaluations in the form of letters of invitation, letters of response, awards and other institutional recognition, published reviews, etc.

## The Studio Artist

The studio artist should primarily endeavor to exhibit their creative work. A studio artist's productivity could involve creative and visual production in any area of the visual arts, i.e., animation, ceramics, conceptual art forms, design, drawing, film, glass, installation, intermedia arts, metals/jewelry, painting, printmaking, photography and sculpture. Productivity may also include those endeavors associated with academic scholarship such as giving workshops and lectures and/or the publishing of discipline related essays, articles, and books.

## Areas of Scholarship

The artistic presentation of visual concepts for exhibitions, film festivals or screenings, competitions, or other public events. One-person, two-person, group, competitive and/or theme exhibition venues.

Workshops, lectures, and professional presentations of essays pertaining to history, theory, criticism, process/technique, or fine art bodies of work.

Grants, awards, and residencies in support of creative work.

Publication of a work selected based on its artistic merit.

The production of articles, essays, or books using a refereed or editorial review process.

#### Criteria for determining quality

The committees are asked to consider...

The scope of the endeavor. This refers to the extent of the endeavor relative to the size, responsibility assumed, and time expended in the execution of the work. The amount of work and the type of exhibition must also be taken into consideration (i.e., an exhibition of a body of work may carry more weight than exhibiting a single piece).

Exhibition. All exhibition opportunities are of value; however, traditionally national and international venues carry more weight than regional exhibitions, and regional more than local. Both juried and invitational shows are acceptable forms of adjudication and serve to indicate quality, as would the degree of focus on the candidate's work (i.e., one-person, two-person, or small group exhibitions). Online exhibitions are also acceptable. A project's success can also be evaluated through the number of exhibitions/festivals accepted and further through the exhibitions/festivals' percentage of acceptance, and finalists or awards standings.

#### Evidence presented to the committee for review

The work itself or visual representations of work

Abstracts and/or conference programs

Qualitative evaluations in the form of letters from clients, and other forms of review

Evaluation by peers (competition recognition, awards, etc.)

Copies of contractual agreements or commission statements

Online journals, exhibitions, or websites with evidence of scholarly review and rigor

#### The Animation Artist

Animation refers to those activities that primarily involve creative and visual production of personal or team-based films, projects, and services for a client, corporation, institution, or agency. Animation may also include the production and exhibition of images or projects for creative expression. Animation productivity can include academic scholarship such as publishing articles, essays, books, or websites related to the discipline.

#### Areas of Scholarship

Participation in the production of films or interactive experiences.

Commissioned or contractual work for clients.

Artistic presentation of visual concepts for exhibition or competitions (i.e., illustration, artist's books, architectural illustration, or the presentation of conceptual ideas.)

Lectures and professional presentations of scholarship pertaining to history, theory, criticism, production theory, professional experience, or fine art bodies of work.

Publication of visual work selected on the basis of artistic merit.

Publication of books, articles, or websites which demonstrate the content or pedagogical knowledge of the candidate. The intended audience may be either the education community, animation professionals or a wider audience. Such sources would likely be sponsored by universities, museums, publishers, or scholarly organizations. Self-published websites would require evidence of intellectual rigor or impact.

## Criteria for determining quality

The committees are asked to consider...

The scope of the endeavor. This refers to the extent of the endeavor relative to its size, level of participation; a greater value would be given to someone who is the primary creative of a project versus someone who has an active role in a project, and time expended in the execution of the work.

The audience. This criterion addresses the extent of visibility and audience of the endeavor. Work commanding an international exposure would be considered more significant than a project reaching a local audience.

Exhibition. All exhibition opportunities are of value; however, traditionally national and international venues carry more weight than regional exhibitions, and regional more than local. Both juried and invitational shows are acceptable forms of adjudication and serve to indicate quality, as would the degree of focus on the candidate's work. A project's success can be evaluated through the number of exhibitions/festivals accepted and further through the exhibitions/festivals' percentage of acceptance, and finalists or awards standings.

However diverse a candidate's body of work may be, it must be considered as a whole. Much contractual/commissioned work is dependent upon the public and economic health, and competition within the discipline for available contracts.

## Evidence presented to the committee for review

The work itself or visual representations of work

Abstracts and/or conference programs

Qualitative evaluations in the form of letters from clients, and other forms of review

Evaluation by peers (competition recognition, awards, etc.)

Copies of contractual agreements or commission statements

Online journals, exhibitions, or websites with evidence of scholarly review and rigor

## APPENDIX H

### DESCRIPTION OF TEACHING PERFORMANCE

It is the responsibility of the faculty candidate for promotion, tenure, or progress toward tenure, to provide thorough documentation as evidence of their teaching performance. The following aspects of teaching performance may be addressed...

course content, syllabi, or outline

student input and evaluations

peer input and evaluations

In addition, documentation of student performance (as evidenced through examples of student work and/or student success through exhibitions, competitions, commissions, employment, and publication) can be included if appropriate.

Student and peer evaluations are required. Student evaluations documenting a minimum of three courses per year are required of candidates for tenure and progress towards tenure. The school's student rating form must be utilized. The School of Art student rating form contains the following questions and allows for written student comments.

1. The instructor displays a clear understanding of course topics.
2. The instructor seems well prepared for class.
3. The instructor presents basic concepts and principles clearly and thoroughly.
4. This instructor broadens my horizons and perceptions.
5. The instructor has clearly stated the objectives of this course.
6. This instructor has effectively challenged me to think.
7. The instructor stimulates interest in the course.
8. The instructor displays enthusiasm when teaching.
9. The instructor is actively helpful when students have course related concerns.
10. This instructor has exposed me to concepts, information, or skills.
11. This instructor emphasizes the importance of creative or conceptual information.

Space provided for written comments.

The School of Art's Promotion and Tenure committee will evaluate teaching performance through consideration of all aspects as a whole and of equal weight. Student evaluations will be considered by the committee as a collective whole and not individually. The candidate for tenure or progress towards tenure must have evidence of student evaluation. Scores averaging 3 or above are considered acceptable and satisfactory. Student evaluations shall not be considered of greater significance than other indicators of teaching performance.

A peer or director evaluation of a minimum of one course per academic year is also required.

The extent or methods used to demonstrate performance in the remaining aspects of teaching are left to the candidate's discretion.

In submitting this documentation for review, comprehensive information is of importance.

## APPENDIX I

### SCHOOL OF ART GUIDELINES FOR SUPPLEMENTAL EXTERNAL REVIEW OF SCHOLARSHIP LETTERS FOR PROMOTION TO PROFESSOR

#### 1. Selection of reviewers

The primary goal of the external review is to review the candidate's scholarship.

No later than the first Friday of fall semester, the candidate will provide in writing to the Committee chair and the Director of the School of Art a letter of intent stating their intention of pursuing a promotion. In this letter the candidate will list the names of three external reviewers and explain why each individual was proposed as a reviewer. The candidate will designate one of their reviewers as an alternate. The candidate will also describe in writing the relationship, if any, between the candidate and each reviewer.

The School Director and the Committee will collaborate in selecting three reviewers and will record for the file why each individual was proposed as a reviewer. The committee will designate one of its reviewers as an alternate. In selecting the list, the School Director and Committee shall consult with the candidate, and may consult other knowledgeable individuals as needed, to develop sources from which a pool of appropriate reviewers may be drawn.

The combined list of reviewers will consist of four reviewers and two alternates. Alternate reviewers will never be contacted if the preferred reviewers can contribute letters. If one of the candidate's preferred reviewers cannot contribute a letter, the candidate's alternate will be contacted. If one of the committee's preferred reviewers cannot contribute a letter, the committee's alternate will be contacted.

The School Director will provide the candidate with the list of reviewers selected by the Director and Committee. If the candidate objects to any of the reviewers selected by the School Director and Committee, s/he will provide the committee written reasons why a particular reviewer is inappropriate. The Committee is obligated to respond in writing to the candidate's objection; it may either agree to remove and replace the reviewer in question, include the reviewer without further discussion, or call a meeting with the candidate for further discussion.

If the Committee objects to any of the reviewers selected by the candidate, it will provide the candidate with written reasons why a particular reviewer is inappropriate. The candidate is obligated to respond in writing to the Committee's objection; they may either agree to remove and replace the reviewer in question, include the reviewer without further discussion, or request a meeting with the committee for further discussion.

If, by October 1st, a compromise cannot be reached between the Committee and the candidate on the list of external reviewers, the Dean of the College of Fine Arts will decide the issue.

Each external reviewer should have a university affiliation with the rank of Professor. The reviewer's qualifications must be explained in the case when an external reviewer not affiliated with a university should be selected by virtue of a position that qualifies them to provide a perspective that is relevant to the candidate's scholarship.

#### 2. Contact with reviewers

The reviewers will be ranked in order of preference and contacted in that order for the candidate's list and for the committee's list. The candidate is responsible for ranking their reviewers and the committee is responsible for ranking its reviewers. The School Director is responsible for contacting the reviewers identified and requesting external reviews as soon as the ranking has been determined. A minimum of two external reviews is required, with an equal number from the candidate and the committee contacted.

The candidate will prepare a packet of materials to be sent to the final external reviewers. That packet will consist of:

1. A packet contents page.
2. A philosophy statement relevant to the candidate's discipline of scholarly or artistic achievement.
3. A resume or vitae.
4. Examples of the candidate's scholarly or artistic work since their last promotion.

### 5. A copy of the School of Art promotion criteria.

The complete packet of materials must be submitted in digital form. The candidate is solely responsible for determining the format, content and examples of their scholarly or artistic work. The candidate may not contact or provide additional materials to the reviewers.

The candidate's packet of materials will be sent by the school and will be accompanied by a cover letter by the School Director.

### 3. Reception and handling of review letters

All external reviews received must be included in the candidate's promotion documentation file as reviewed by the Committee and forwarded to the College of Fine Arts Promotion and Tenure committee. Once received, each letter will be copied in such a manner as to obscure the identity of the writer, including their institutional affiliation. The original letter, unaltered, will be placed in an "external review letter file" to which the candidate will not have access. Each letter copy which has been altered to maintain anonymity will be placed in a candidate-accessible file by the School Director, or their designate, within three (3) business days of the receipt of the original letter.

The candidate has the right to rebut the content of any letter, which they believe to be inaccurate or inappropriately detrimental to their documentation. To permit such rebuttal, the Committee chair must communicate to the candidate, at the earliest possible instance, the date and time of the Committee meeting at which the candidate's petition will be considered. A rebuttal must be in writing, and received by the Committee chair or School Director at or before the announced time of the relevant deliberations.

The original letters become a part of the candidate's documentation as an "external review letters file" and travel with the documentation through all levels of deliberation and/or appeal. Any rebuttal(s) will also be placed in the "external review letters file," and may not be removed by any party at any level of the deliberations except upon explicit written request of the candidate.

Once all deliberation and/or appeals are ended (if promotion is granted, once the Board of Trustees has approved the promotion), the candidate-accessible file of censored letters will be destroyed by action of the School Director. At the same time, the "external review letters file" containing the original letters will not be given to the candidate, but rather sealed and permanently located in the Office of the Dean. Thereafter, the "external review letters file" may be reopened only upon the express request of the candidate.