

Charter of the Fine Arts Department

*As amended in the Departmental Meeting of October 10, 1995
Further amended March 20, 1996
Further amended February 5, 2002*

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Fine Arts is a department of educators who are also active artists and scholars. Its faculty, representing the disciplines of Music, Theatre and Visual Arts, and its staff establish this charter as a guideline for departmental governance, operations and procedures. The principles expressed herein, and the clarification of the artistic and nonartistic tasks of each faculty/staff member help to ensure the successful operation of the department.

I. Philosophy

- A. The Fine Arts Department operates within a framework of genuine and mutual respect among faculty, staff, students, and the Chair. Responsible and carefully considered dialogue among faculty, staff, students, and administration is recognized as a positive and constructive force in its governance.
- B. Opinions, philosophies, and needs of all members of the department vary widely as indeed they should in a university, and many decisions will be in the nature of a compromise.
- C. The welfare of the students will be a primary consideration in all decisions that will have a major impact on Fine Arts programs. The advice of students freely and objectively given is recognized as a valuable source of guidance.
- D. Faculty and staff input should have a strong influence on the Chair in the decision making process, though actual authority for setting policy within the department rests with the Chair.

II. Departmental Governance

A. Policy Decisions

- 1. All faculty and staff, except student employees, will vote equally on all major policy recommendations with some exceptions made in accordance with university procedures.
- 2. Only tenured or tenure track faculty with a 50% or greater appointment in Fine Arts will be eligible to vote in the search or review process for the Department Chair.

3. All faculty and staff (with equal votes) will decide which matters are major policy decisions requiring deliberation by the whole, and which matters should be delegated to committee action.
4. Actual authority for setting policy within the department rests with the Chair; faculty/staff votes are advisory. When the Chair makes a decision contrary to the opinion of a majority of the faculty and staff, expressed in a vote, the reason(s) for that decision must be explained verbally in a department meeting, and in writing, or electronically.
5. All decisions made by the Chair or any delegated committee will be reported to the faculty in a timely manner.
6. In the event that any policies or procedures outlined in this charter, or by other departmental action, are in conflict with University policies and procedures, University policies and procedures will take precedence.

B. Department Meetings

1. Meetings will be the primary forum for discussion of all governance and policy issues. They will also be a primary mechanism for communication between the faculty and staff of our various disciplines, and the Chair. Items of information may be distributed to the faculty and staff in writing and/or electronically when a meeting is impractical, or not otherwise necessary.
2. Department meetings will be held at a time and place agreed upon by the faculty at the beginning of each semester. Faculty/staff should be informed of the nature of relevant issue(s) in writing, electronically or verbally as much ahead of the meeting time as possible.
3. All faculty members are expected to attend departmental meetings. Regular departmental meetings should be limited to one hour.
4. The Chair is free to run meetings in whatever manner he/she deems appropriate as long as each faculty/staff member's right of input is respected.
5. When votes are taken in department meetings they may be by voice or ballot, according to the consensus of those present. Secret ballots will be used at the request of any faculty/staff member. Votes on issues subject to guidelines set forth in other parts of this document, other Fine Arts procedural rules, or other university policies or procedures, must be conducted accordingly.

C. Committees

In recognition that the committee structure should serve our artistic and educational mission, and not hamper it, committee assignments for all faculty/staff should be kept to a minimum, and distributed equitably. Decisions about committee assignments should be made by the faculty/staff as a whole, whenever possible.

Faculty/Staff must accept appropriate responsibility for committee assignments, but all must recognize special circumstances in making assignments or nominations. (See Appendix B, "Voting Procedures.")

The committee structure of the Department will consist of standing committees and ad hoc committees.

1. Standing Committees

Standing committees of the Fine Arts Department will include Curriculum and Promotion and Tenure.

Only faculty with at least a 50% appointment in the Fine Arts Department will be asked to serve on departmental standing committees or undertake administrative duties other than those that occur as part of their positions.

a) The Promotion and Tenure Committee

- 1) The Promotion and Tenure Committee will consist of three tenured faculty, other than the Chair, with a 50% or greater appointment in the Fine Arts Department.

Exceptions to the 50% appointment rule may be made when an upcoming tenure case demands expertise in a specific discipline, and when there are no eligible faculty members in the Fine Arts Department with that expertise or when there is an insufficient number of eligible faculty in the department to constitute the committee as described in the previous paragraph. In such cases, one tenured faculty member from outside the department may be selected for service on the committee for a period of one year. Nomination and selection will be made according to the procedure outlined in Article II, section C, subsection 1, sub-subsection (a), item 4 (below).

- 2) Members will serve for a term of 2 years, with the possibility of consecutive terms.
- 3) Chair of the Promotion and Tenure Committee will be selected by the Department Chair from the eligible faculty, subject to the agreement of the selected faculty member, and subject to the advice and consent of tenured and tenure-track faculty with a 50% or greater appointment in the Fine Arts

Department. This advice and consent may be communicated to the Department Chair by consensus, or by a vote of the faculty described above. A vote may be requested by the Department Chair or by any faculty member in this constituency. When a vote is taken, if the Department Chair's appointee receives the support of less than 50% of the eligible faculty, but not less than 33%, the selection may stand providing that the reason(s) for that decision are explained by the Department Chair verbally in a department meeting, in writing, or electronically. If the Department Chair's appointee receives the support of less than 33% of the eligible faculty, the Department Chair is obligated to make a new selection.

Chair of the Promotion and Tenure Committee will serve in that capacity for a period of one year with the possibility of re-appointment.

- 4) Nominations for other members of the Promotion and Tenure Committee will be made by the Department Chair or by members of the constituency described in Article II, section C, subsection 1, sub-subsection (a), item 3, with the agreement of those being nominated. Committee members will be chosen from the nominees by majority vote of this constituency.

b) Other standing committees:

- 1) Standing committees may be established or obsolete committees abolished only by amendment of the charter.
- 2) Committee members and chairs will function in that capacity for a term of one year, with the possibility of re-appointment.
- 3) Chairs and members of the standing committees will be chosen by consensus of the faculty/staff during a meeting early in the Fall semester of each academic year.
- 4) Exceptions to this procedure for all standing committees other than Promotion and Tenure may be made by consensus of the faculty.

2. Ad hoc Committees

- a) An ad hoc committee may be formed at any time during the calendar year as a need arises.

Any Fine Arts staff member may be asked to participate on an ad hoc committee that relates to her/his area of expertise.

- 1) The need for such a committee and its composition should be agreed upon by the faculty/staff in a Department meeting whenever possible.
 - 2) Ad hoc committees may be appointed by the Chair when a department meeting is impossible. Faculty/Staff should be informed of such appointments in writing or electronically in a timely manner.
 - 3) Committee chairs may be appointed by the Department Chair or selected by committee members at their first meeting.
- b) Ad hoc committees will continue to function until the project is complete or the issue is no longer of concern. Existing ad hoc committees may be reconstituted by the faculty/staff at the beginning of the Fall term.

III. Administrative Structure

A. Department Chair

The Chair may be selected from within the department or by an open search. (Item 2 and Appendix B detail search procedures for the Chair.) She/he will serve a term of office of 3 years. The Chair may be reappointed for additional terms by a majority vote of the faculty. The vote will be conducted by secret ballot during Spring semester in the third year of the term of office.

Voting on all matters pertaining to a search for, or retention of a Chair, is restricted to tenured and tenure-track faculty with appointments of at least 50% in the Fine Arts Department.

1. Responsibilities of the Chair

- General operation of the department, and allocation and disbursement of travel funds
- Control and maintenance of the budget
- Faculty and Staff hiring and recruitment (see Article IV)
- Evaluation of the faculty
- Personnel development
- Assignment of merit raises (see Article VI)
- Maintenance of all records relevant to personnel actions
- Assignment of teaching loads (see Article VII)
- Scheduling
- Program development (see Article IX)

2. Search Procedure for the Position of Chair

The Dean, in consultation with the Provost and the Department Chair, will decide if the search will be restricted to internal candidates. The chair is appointed by the Dean of Sciences and Arts. A majority vote by the faculty will determine the nature of the search, within the parameters established by the Dean.

A detailed description of the search process is attached as Appendix B.

3. Evaluation and Reappointment of the Chair

A detailed description of the evaluation process is included as Appendix C.

- a) An evaluation of the Chair will take place during the final year of the Chair's appointment. The evaluation process may be initiated by the Chair or the Dean at any time, but not more than once each year.
- b) The evaluation process will be administered by an ad hoc committee chosen by the tenured and tenure-track faculty with appointments of at least 50% in the Fine Arts Department.
- c) The evaluation will consist of the following components:
 - 1) A self-evaluation by the Chair
 - 2) A questionnaire distributed to all faculty and staff, except student employees, to which the Chair may respond.
 - 3) A vote by secret ballot of tenured and tenure-track faculty with appointments of at least 50% in the Fine Arts Department.

B. Assistant Chair

An Assistant Department Chair may be appointed from among the tenured faculty of the Fine Arts Department, should represent a different discipline from that represented by the Chair, and will serve a three year term. Eligible faculty members have the right to refuse to serve.

1. Responsibilities of the Assistant Chair

- a) The Assistant Chair will perform the duties of the Chair during the Chair's absence, or if the Chair is unable to perform her/his duties. On occasions when both Chair and Assistant Chair are absent, a next in charge will be designated by the Chair or Assistant Chair.

b) Administrative responsibilities will be delegated to the Assistant Chair by the Chair. These duties may not include:

- General operation of the department
- Evaluation of the faculty
- Personnel development
- Assignment of merit raises
- Maintenance of all records relevant to personnel actions

2. Appointment of the Assistant Chair

The Assistant Chair will be appointed by the Department Chair subject to approval by majority vote of the faculty and staff.

3. Evaluation and Reappointment of the Assistant Chair

- a) An evaluation of the Assistant Chair will take place during the final year of the Assistant Chair's appointment. The evaluation process may be initiated by the Assistant Chair or the Chair at any time, but not more than once each year.
- b) The evaluation process will be administered by the Chair.
- c) The evaluation will consist of the following components:
 - A self-evaluation by the Assistant Chair.
 - A questionnaire distributed to all faculty and staff, except student employees, to which the Assistant Chair may respond.
 - A vote by secret ballot of all faculty and staff, except student employees. A simple majority will dismiss or retain the Assistant Chair.

IV. Hiring of New Faculty and Staff

The University's goal is to attract and employ the best qualified people for its faculty and staff positions. The responsibility for recruiting and hiring Fine Arts faculty and staff falls upon the Department Chair and to those persons to whom the Chair delegates authority to recruit and employ.

The Chair will determine for the department the scope of the recruiting plan according to the Recruiting and Hiring Guidelines in the Michigan Technological University Procedures Manual. The Affirmative Action Officer will assist the Department Chair in meeting the University's equal employment affirmative action commitment. These procedures were established to assure uniform and consistent application of the University's Equal Opportunity recruiting effort.

V. Promotion and Tenure

A. Promotion and Tenure Criteria

The promotion and tenure criteria for Fine Arts faculty indicate the professional development that should be achieved by a person for promotion to the ranks of Associate Professor and Professor, and for tenure consideration. These criteria are sufficiently definitive to minimize the possibility of arbitrary or discriminatory application, yet contain sufficient flexibility to ensure that frequent exceptions will be unnecessary. That is, more than one route for advancement in academic rank should be available to faculty members. Ultimately, each faculty member, through individual conferences with the department chair, will know the level of development necessary before promotion to the next higher rank will be granted. The document in Appendix A contains the Fine Arts Department Promotion and Tenure Guidelines in their entirety. The document is divided into three parts:

- (1) General Promotion Criteria
- (2) Evidence of advancement in the areas of
 - (a) artistic and professional and/or research activity
 - (b) teaching
 - (c) service
- (3) Documentation and Review

B. Major Reviews

The Major Reviews conducted by university mandate during the second and fourth year of the tenure-track will be informed by the Fine Arts Promotion and Tenure Guidelines (Appendix A to this Charter).

Faculty members eligible for review will meet with the Department Chair no later than the Fall semester of each Major Review year to determine the materials needed for presentation to the Promotion and Tenure Committee. Outside testimonials or reviews, as described in items 1.19 for music faculty, 1.7 for art faculty, and 1.20 for theatre faculty of the Promotion and Tenure Guidelines, are not required for the second and fourth year Major Review, though they may be submitted by agreement between the faculty member being reviewed and the Department Chair.

A recommendation to the Department Chair for reappointment will result when it is the consensus of the Fine Arts Promotion and Tenure Committee that the faculty member is making reasonable progress toward attaining the goals set out for promotion and/or tenure in the Promotion and Tenure Guidelines. The Chair will send his/her recommendation, along with the recommendation of the Promotion and Tenure Committee, to the Dean after receiving the Committee's findings.

The approval of the Provost, President and the Board of Control is required for all recommendations regarding reappointment.

VI. Merit Raises

Merit raises for the Fine Arts faculty shall be determined by the Chair working in conjunction with each faculty member following the procedure here outlined.

- A. No later than the Fall semester, each faculty member will meet with the Chair to discuss goals in the areas of teaching, service, and creativity/scholarship for the current school year. At this time the faculty member and the Chair will agree on a specific, written list of expectations and accomplishments.
- B. During the following Spring semester, the Chair will again meet with each faculty member to review the original expectations and to discuss merit raises. At this time the faculty member will provide the Chair with a written self-evaluation of her/his efforts to meet the goals set in the Fall.
- C. Pursuant to this meeting the Chair will provide a written statement to the faculty member documenting the action taken regarding a merit raise for that individual.

VII. Teaching Loads/Release Time

Teaching loads and release time will be determined according to department policy based on university models and guidelines. Designation of teaching loads and approval of release time will be the responsibility of the Chair.

VIII. Travel Funds

The Chair will be responsible for the allocation and disbursement of travel funds according to university policy. The level and availability of funding shall be announced in a department meeting during the Fall semester of the current school year.

Individuals traveling on behalf of the University must adhere to all university policies pertaining to faculty travel.

IX. External Funding

A strong commitment to the development of external funding will be evident through the exploration of endowments, grants, and donations. These funding resources do not replace a strong university commitment to adequate and necessary departmental funding and support.

X. Curriculum Development

Responsibility for maintenance and development of the curriculum will reside with the Curriculum Committee. Membership of this committee will be determined according to the procedure described in article II, section C, subsection 1.

A. The Curriculum Committee is charged with assuring that Fine Arts is meeting the curricular needs of its students and the university community. It will:

1. Review adds, drops, and changes of courses.
2. Research existing benchmarking curricula at other institutions for potential new program development.

B. The Curriculum Committee will be the first step in the review of new courses proposed by faculty members. Recommendations based on the review of these proposals will be forwarded to the faculty/staff for a vote. All deadlines set by the committee for submission of course proposals or reports will allow the faculty sufficient time for review and consideration of the proposed changes.

Committee reviews should focus on:

1. Feasibility of the proposed adds, drops and changes given current resources

2. Relevance of these adds, drops and changes to the mission of the Fine Arts Department

The approval of the faculty/staff is not needed to offer a special topics course.

XI. Grievance Procedure

Fine Arts Department grievance procedure shall adhere to Senate Proposal 13-95, "Faculty Grievance Policy and Procedures."

XII. Assessment

The mission of the Department of Fine Arts of Michigan Technological University is to integrate the arts into the total university and community experience. Development of requisite skills, creativity, and aesthetic awareness are critical to this endeavor.

Assessment of educational outcomes will be done on an annual basis.

XIII. Amendment of the Charter

Amendments to this charter may be proposed by any member of the faculty/staff at any time by the following procedure.

- A. Proposals must be given to the Chair in writing. The Chair will form an ad hoc charter committee for review of the proposed amendment, or request that the faculty/staff select such a committee, if a standing charter committee is not in existence, according the procedures outlined in Article II, Section C, subsection 2.
- B. The committee will report to the faculty/staff in writing or electronically in time to allow for sufficient review and approval before submission outside of the department. Reports are to include:
 1. A copy of the original proposal for each member of the faculty/staff
 2. Written comments about the possible ramifications of the proposal
- C. Amendment proposals will be placed on the agenda for discussion and vote at the next department meeting that occurs more than 24 hours after the committee report is distributed to the faculty/staff.
- D. The support of 2/3 or more of the faculty/staff, except student employees, is required for approval of the amendment.

- E. Upon approval by the Fine Arts faculty/staff, the amendment will be forwarded in accordance with university policy. All amendments will require approval of the Provost and the President.

Appendices

Appendix A, "Fine Arts Promotion and Tenure Guidelines"

Appendix B, "Search Process for the Chair"

Appendix C, "Evaluation of the Chair"

Amended 10/10/95

Further amended at the request of the Dean and Provost on 3/20/96

Further amended 2/5/02

Charter of the Department of Fine Arts
Appendix A

Fine Arts Promotion and Tenure Guidelines

The criteria for promotion and tenure described herein are considered appropriate guidelines for Fine Arts faculty. They are indicative of the professional development that should be achieved by a person for promotion to a given rank. These criteria are sufficiently definitive to minimize the possibility of arbitrary or discriminatory application, yet contain sufficient flexibility that frequent exceptions may be unnecessary. That is, more than one route for advancement in academic rank should be available to faculty members. Ultimately, each faculty member, through individual conferences with the department chair, will know the level of development necessary before promotion to the next higher rank will be granted.

This document is divided into three parts: (1) General Promotion Criteria, which provides guidelines for advancement for all Fine Arts faculty; (2) Evidence, which examines various ways for a candidate to demonstrate evidence of accomplishment in music, art, or theatre within the three major areas of (a) artistic and professional and/or research activity, (b) teaching, and (c) service; and (3) Documentation and Review.

These guidelines focus on two related general intentions. First, they assert the need in Fine Arts to establish performance criteria for promotion and tenure. These criteria are different from those in departments and units where traditional scholarship and research predominates. Second, these guidelines clarify the need for objectivity in evaluation of these performance criteria. They also describe in detail the process through which this evaluation will be accomplished.

I. General Appointment and Promotion Criteria

1. To Assistant Professor

The title of Assistant Professor is awarded to faculty members who have demonstrated capabilities for continued professional growth. To qualify for such recognition the candidate should:

- 1.1. Have a terminal degree or equivalent experience in a recognized field of Fine and/or Performing Arts.
- 1.2. Show unmistakable potential for significant work by:
 - (a) engaging in artistic and/or scholarly activity in a recognized field of Fine and/or Performing Arts, and

(b) participating substantially in some combination of endeavors that have advanced the artistic and/or academic goals of the candidate and the Fine Arts Department, and have enhanced the reputation of both in the university community.

1.3. Show evidence of effectiveness as a teacher in the classroom, rehearsal hall, or studio.

1.4. Be active in appropriate professional associations.

1.5. Serve on some major university, college, or department committee.

2. To Associate Professor

The title of Associate Professor is awarded to faculty who have demonstrated active professional development since their appointment as Assistant Professor and who show promise of continuing this development. The candidate should have demonstrated:

2.1. That all minimal requirements for promotion to the rank of Assistant Professor have been met.

2.2. Significant effective engagement in artistic and/or scholarly activity in a recognized field of Fine Arts.

2.3. Continued effective performance as a teacher in the classroom, rehearsal hall, or studio.

2.4. Participation in appropriate professional associations.

Substantial participation in some combination of artistic, academic, professional, or research endeavors that make the candidate and the Fine Arts Department known favorably beyond the confines of the MTU campus.

3. To Professor

The title of Professor is awarded to faculty who have achieved favorable national recognition among peers in their field and have established a distinguished record of teaching, research and service since their appointment as Associate Professor. This recognition can be through any of a variety of activities which demonstrate professional accomplishment. These criteria are similar to those required for promotion to the rank of Associate Professor. For promotion to Professor, however, an individual must have gained national recognition. The qualifications of the candidate shall include:

3.1. That all minimal requirements for promotion to the rank of Associate Professor have been met.

- 3.2. A distinguished record of artistic and/or scholarly activity in a recognized field of Fine and/or Performing Arts.
- 3.3. Continuing effective performance as a teacher in the classroom, rehearsal hall, or studio.
- 3.4. Significant contributions to the artistic, academic, and professional programs of the University.
- 3.5. Widespread visibility in a professional field through participation in a combination of activities appropriate to that field.

II. Evidence

More than one route for advancement in academic rank should be available to Fine Arts faculty members. The candidate must demonstrate substantial participation in some combination of artistic, academic, professional, and/or research endeavors. Criteria for advancement should include the quality and extent of public performance, exhibitions, artistic publication, community-related arts activities, or research publication, and also may include significant experimentation that may not immediately result in products suitable for public viewing or hearing. To support professional, artistic, or scholarly activity, release time awarded to Fine Arts faculty should be accounted for in the promotion and tenure process by high quality performance or publication. Recommendations for promotion and for tenure shall be based on the record of the faculty member in the areas of (1) Artistic and Professional and/or Research Activity, (2) Teaching, and (3) Service. The faculty member will be expected to achieve in all three areas.

1. Artistic and Professional and/or Research Activity

Artistic and professional and/or research activity may include any of a wide variety of activities, depending upon the field of specialization and the interest of the faculty member and the programmatic needs of the Fine Arts. Evidence to be considered in the evaluation of artistic and professional and/or research activity may include (work in progress and commitments accepted should be so indicated):

Music: Faculty members in music may provide evidence in any combination of the following:

- 1.1. Outstanding musical performances.
- 1.2. Performances by off-campus groups or individuals of musical compositions or arrangements by the faculty member.
- 1.3. Commissions for musical compositions or arrangements.

- 1.4. Performances on commercial recordings by the faculty member or performances on commercial recordings of compositions of the faculty member.
- 1.5. Off-campus appearances of groups directed by the faculty member. (Invited appearances shall be more highly regarded than those solicited by an MTU group.)
- 1.6. Off-campus appearances as a speaker, conductor, soloist, ensemble member, panelist, or clinician, or as a director of a workshop or institute.
- 1.7. Off-campus appearances as recitalist, guest soloist, or conductor with paid professional groups or in professional (paid) settings.
- 1.8. Evidence of in-process creative experimentation in a complete enough form to be reviewed.
- 1.9. Presenting papers, speaking, participating on panels, presiding at sessions, adjudicating, performing as soloist, ensemble member, or conductor, or otherwise participating in the meetings or activities of professional associations.
- 1.10. Participation in symposiums and other selective gatherings of colleagues.
- 1.11. Service as a consultant to or on behalf of artistic institutions, educational institutions, professional associations, or government agencies.
- 1.12. Service as an adjudicator in competitions.
- 1.13. Winning of prizes, awards, fellowships, or other recognition.
- 1.14. Obtaining funds, either internal or external, for creative, instructional, or program improvement or for research or development.
- 1.15. Publication of musical compositions or arrangements.
- 1.16. Publication as the author, co-author, editor, or translator of books, chapters in books, articles, reviews, monographs, and non-print materials, and reviews of these publications. (Publications subjected to substantial peer review prior to publication shall be more highly regarded than publications not subjected to such review.)

- 1.17. Research contributing significantly to the state of knowledge in the faculty member's field of specialization, and publication of the results.
- 1.18. Development of new ensembles on or off campus.
- 1.19. Testimonials from external and/or internal peers, solicited by the Dean or Department Chair.

Art: Faculty members in art may provide evidence in any combination of the following:

- 1.1. Outstanding art works.
- 1.2. Production of works of art or design contributing significantly to the faculty member's field of specialization, and publication distribution, exhibition, or circulation of the results. (Works subjected to peer review prior to exhibition shall be more highly regarded than works not subject to such review.)
- 1.3. Inclusion in art exhibitions or competitions, particularly juried ones.
- 1.4. Commissions for major works of art or design.
- 1.5. Evidence of in-process creative experimentation in a complete enough form to be reviewed.
- 1.6. Winning of prizes, awards, fellowships, or other recognition such as citations or references in books, magazines, etc.
- 1.7. Testimonials from external and/or internal peers, solicited by the Dean or Department Chair.
- 1.8. Off-campus appearances as a critic, guest artist, designer, panelist, or as a director of a workshop or institute.
- 1.9. Service as a consultant to or on behalf of artistic institutions, educational institutions, professional associations, or government agencies.
- 1.10. Service as a juror in regional or national competitions.
- 1.11. Participation in symposiums and other selective gatherings of distinguished colleagues.
- 1.12. Presenting papers, speaking, participating on panels, presiding at sessions, adjudicating exhibitions or contests, or otherwise

participating in the meetings or activities of professional associations.

- 1.13. Obtaining funds, either internal or external, for individual or collaborative research or creative endeavors.
- 1.14. Publications as the author, co-author, or editor of catalogs, books, chapters in books, articles, reviews, monographs, and visual (graphic) materials, and reviews of these publications. (Publications subject to peer review prior to publication shall be more highly regarded than publications not subjected to such review.)

Theatre: Faculty members in theatre may provide evidence in any combination of the following:

- 1.1 Outstanding theatrical productions.
- 1.2 Performances by off-campus groups or individuals of a playscript by the faculty member.
- 1.3 Evidence of in-process creative experimentation in a complete enough form to be reviewed.
- 1.4 Off-campus appearances of groups directed by the faculty member. (Invited appearances shall be more highly regarded than solicited appearances.)
- 1.5 Off-campus appearances as an actor, speaker, panelist, or clinician.
- 1.6 Off-campus appearances as a director, playwright, or designer.
- 1.7 Off-campus appearances as a director of a workshop.
- 1.8 Inclusion in design exhibits, particularly juried ones.
- 1.9 Off-campus appearances as a theatre practitioner with paid professional groups or in professional (paid) settings.
- 1.10 Presenting papers, speaking, participating on panels, presiding at sessions, adjudicating, performing, or otherwise participating in the meetings or activities of professional associations.
- 1.11 Participation in symposiums and other selective gatherings of colleagues.
- 1.12 Service as a consultant to or on behalf of other production organizations, institutions, professional associations, or government agencies.

- 1.13. Service as an adjudicator in competitions.
- 1.14. Winning of prizes, awards, fellowships, or other recognition.
- 1.15. Obtaining funds, either internal or external, for creative, instructional, for program development or for research.
- 1.16. Publication of playscripts.
- 1.17. Production of works of theatrical design, and publication distribution, exhibition, or circulation of the results. (Works subjected to peer review prior to exhibition shall be more highly regarded than works not subject to such review.)
- 1.18. Publication as the author, co-author, editor, or translator of books, chapters in books, articles, reviews, monographs, and non-print materials, and reviews of these publications. (Publications subjected to substantial peer review prior to publication shall be more highly regarded than publications not subjected to such review.)
- 1.19. Research contributing significantly to the state of knowledge in the faculty member's field of specialization, and publication of the results.
- 1.20. Testimonials from external and/or internal peers, solicited by the Dean or Department Chair.

2. Teaching

Teaching experience of Fine Arts faculty are generally consistent with those of other University faculty. Fine Arts faculty characteristically work with students and people from the community. Evidence to be considered in the evaluation of teaching in the classroom, rehearsal hall, or studio may include:

- 2.1. Teaching evaluation forms completed anonymously by students and participants, provided that the forms for an entire class, cast, group, or ensemble are submitted and not a selected sampling.
- 2.2. Written evaluations of teaching by colleagues, particularly by those who are familiar with the candidate's performance over a period of time.
- 2.3. Demonstrated excellence in instruction, which may include ~~by~~ quality performance of productions by students and participants.

- 2.4. Demonstrated excellence in instruction, which may include by quality artistic work by students and participants.
- 2.5. Statements by colleagues which were unsolicited by the candidate.
- 2.6. Participation in curriculum review and/or development of new courses, programs, teaching materials, or teaching techniques for the classroom, rehearsal hall, or studio setting.
- 2.7. Knowledge of the subject matter taught, including range, depth, and currency.
- 2.8. Creation of syllabi, texts, manuals, films, filmscripts, cassettes, video tapes, or other educational materials for local or national distribution.
- 2.9. Liaison with other departments in pedagogical matters.
- 2.10. Participation in departmental, college, and university efforts to evaluate and improve teaching.

3. Service

Evidence to be considered in the evaluation of service may include:

- 3.1. Service on departmental, college, and/or university committees.
- 3.2. Service in an administrative post.
- 3.3. Services to programs such as publicity and public relations, student organizations, ensemble, gallery and production management, ticket sales, house management, and student supervision which are beyond the duties assigned to the candidate.
- 3.4. Service or creative activity that is not in a faculty member's field of expertise which results in benefits to the Fine Arts Department, and/or the university, and community.
- 3.5. Service as a formal or informal adviser to students.
- 3.6. Service as a consultant to or on behalf of artistic institutions, educational institutions, professional associations, or government agencies.
- 3.7. Other public service not strictly professional in nature which results in significant benefits to the Fine Arts Department, and/or university, and community.

- 3.8. On-campus appearances as a speaker, conductor, soloist, ensemble member, panelist, clinician, critic, guest artist, designer, or actor beyond the normal teaching responsibilities of the faculty member.
- 3.9. On-campus director of a workshop.
- 3.10. Utilization of a faculty member's professional abilities and expertise without compensation or with nominal compensation on behalf of continuing education in the Fine Arts or in the service of government agencies, citizens' groups, educational or religious institutions, or charitable organizations at the local, state, national, or international levels.
- 3.11. Organizing a gallery exhibition or organizing a guest artist residency for the benefit of the department, and/or university, and community.

III. Documentation and Review

The faculty member has the major responsibility for maintaining a file of documentation materials. The candidate should maintain records of all performances, exhibitions, publications, commissions, art work, design work, professional appearances and contributions, funded and unfunded research, commissions, prizes and awards, and other evidence of creative or professional activity, research, and scholarship, including publications and artistic activities in progress.

1. Documentation

Each candidate for review for promotion and tenure would be expected to submit evidence of teaching, research and service. Documentation may be offered in any combination of the following categories.

Documentation of On-Campus Artistic Activity:

- 1.1. Programs
 - 1.2. Written reviews
 - 1.3. Slides
 - 1.4. Cassette tapes
 - 1.5. Drawings, paintings, and sculptures
- Any other evidence that the faculty member believes will provide documentation of on-campus artistic activity

Documentation of Artistic Experimentation:

- 1.7. A statement, description, or outline of a systematic program of artistic experimentation
- 1.8. A statement of goals and methodology

1.9. A statement of results or a status report

Documentation of Off-Campus Artistic Activity:

- 1.10. Letters from off-campus professionals or organizations which substantiate the activity
- 1.11. Programs
- 1.12. Catalogs
- 1.13. Reviews
- 1.14. Any other evidence that the faculty member believes will provide documentation of off-campus artistic activity

Documentation of Activity in Professional Organizations:

- 1.15. Letters from people representing professional organizations which substantiate the activity
- 1.16. Programs
- 1.17. Catalogs
- 1.18. Any other evidence that the faculty member believes will provide documentation of activity in professional organizations

Documentation of Publication:

- 1.19. The journal or book in which the article is published
- 1.20. A copy of the book published
- 1.21. Reviews of the published item
- 1.22. Evidence of adjudication through a national editorial board or consultant readers list
- 1.23. Any other evidence that the faculty member believes will provide documentation of publication

2. Review

2.1. Extramural Review Letters

All promotion and tenure cases must be supported by at least three letters from highly qualified extramural reviewers. The practice is to solicit 5 letters, 2 from the candidate's list, 2 unknown to the candidate, and 1 from either list. These letters should be solicited by the Department Chair, who will select at least one reviewer from a list submitted by the candidate, and at least one reviewer from a list drawn from experts in the candidate's field who are not known to the candidate, and are considered to be objective regarding the review process. The third letter may come from either list. Letters should be solicited from reviewers with significant professional accomplishment.

2.2. Artistic Performance and Publication

Review for promotion and tenure must also be supported by at least two of the following:

- A playscript, work of art, or musical composition selected to be performed or exhibited by a person or persons representing a professional organization.
- Any performance group directed by the candidate and selected to perform by a person or persons representing a professional organization.
- Auditioning and being accepted to perform or receiving an appointment to conduct a performance in an established, professionally recognized group.
- Off-campus works that have been accepted through competition or adjudication or works that have been solicited by a recognized professional source.
- Works selected for participation in a regionally or nationally recognized showcase.
- Works included in reputable texts or professional publications.

2.3. Adjudication and Peer Review

At the review for promotion or tenure, the candidate must also be supported by at least one of the following:

- Evaluation by a regional or national adjudicator (a person trained and appointed by a national organization to judge performance—i.e., plays, concerts, exhibits—in a particular Fine Arts field).
- Evaluation by a visiting expert in the candidate's field.
- Evaluation by cassette tape, sent to experts in the candidate's field. Care should be taken to assure quality of recording in this instance.

2.4. Other Professional Activity

Evidence of the following should be provided when applicable:

- Papers presented at national and regional conferences.
- Adjudicating experience at festivals, conferences, or other colleges and universities.
- Workshops, lectures, and presentations at colleges and universities or conferences.
- Positions of responsibilities in national organizations (editorships, consultancies, offices, etc.)

2.5. Evidence of Scholarly Publication

Evidence of the following should be submitted when applicable:

- Publications in refereed journals.
- Books published by university presses.
- Commercial publications of works with scholarly significance.
- Publication of creative works by a reputable publisher.

2.6. Awards and Professional Recognition

Evidence of the following should be submitted when applicable:

- Testimonial letters related to university accomplishments.
- Performance-related testimonies to the candidate's effectiveness as a director, conductor, actor, designer, or artist.
- Professional recognition by being given prizes, awards, fellowships, or other recognition.

As amended in the Departmental Meeting of February 5, 2002

Search Procedure for Department Chair

The Dean, in consultation with the Provost and the Department Chair, will decide if the search will be restricted to internal candidates or if there will be an open search for internal and external candidates. Final decision about the nature of the search will be reached by a majority vote of the faculty within the parameters established by the Dean.

1. Search Committee:

The Committee consists of 3-5 members as described in the department's charter. One member (faculty, staff or administrator) from outside the department is appointed by the Dean. The remaining committee members are elected from the tenured and tenure track faculty with appointments of at least 50% in Fine Arts; candidates for the position are not eligible. The voting body is defined in the charter. The chairperson of the search committee is elected by the committee at the first meeting.

2. Selection Process:

The Dean initiates the search. The department's senator and a representative appointed by the present Chair conduct the election of the search committee. Candidates for the search committee are defined in the charter. The senator and the appointed individual tabulate the results. Ties are resolved by random selection. The senator will request the dean to appoint her/his representative. The senator gives each member of the search committee a copy of this proposal. All members of the department are informed of the names of the search committee by the department senator.

3. Formulation or Modification of Department Goals:

The long and short term goals of the department are formulated before the initiation of the search according to the process described in the department charter.

4. Formulation Process for the Desired Attributes and Qualifications of the Candidates:

The committee, with input from the present Chair, the Dean and the Affirmative Action Officer, produces the first draft of the position description (e.g., qualifications, expectations of department growth, etc.) that is in accordance with the charter and university guidelines. The committee also produces a document that rank orders the desired attributes (e.g., inter-

personal skills, management style, etc.) of the candidate. The position description and the rank ordered list of desired attributes is sent to all faculty and staff of the department. These two documents are discussed at a department meeting. Any controversial issues will be settled by a vote. All faculty and staff receive copies of the final version.

5. Mechanism for Identifying Candidates:

The Request for Posting Memo should be completed and sent to the Human Resources Office. Faculty should be invited to nominate internal candidates. A nomination needs the support of either (a) 10% of the faculty or (b) two faculty members, whichever is greater. Faculty members may support more than one candidate.

In case of an open search, the position is advertised in appropriate professional journals and publications. Department faculty are encouraged to contact colleagues and send them position descriptions.

6. Short List of Candidates:

(a) Open Search: The committee, after reviewing vitae, reference letters, and other relevant material, produces a short list of at least two candidates who are invited for an interview. The committee should make every effort to get independent assessments from references not listed by the candidates and should solicit faculty help to identify appropriate references.

(b) Internal Search: There is no short list of candidates when the search is restricted to internal candidates only.

7. Interview Process:

Each candidate's vita is sent to all faculty and staff of the department. The reference letters are accessible (e.g., kept with the secretary) to any member who would like to examine them. No copies of these letters can be made. Each candidate is informed of this process.

The search committee sends each candidate a copy of the position description, the long term and short term goals and the annual report for the last two years.

The search committee makes arrangements for each candidate to make two presentations:

- (1) A performance or lecture/demonstration in her/his field of specialization. This event may be unnecessary when the search is restricted to internal candidates.

(2) A presentation that may include, but is not limited to, the following issues:

- (a) the candidate's administrative philosophy and plans for meeting the short and long term goals.
- (b) the direction of education in the department.
- (c) resources needed to attain the goals.

and to participate in a forum open to all faculty and students.

The search committee makes appointments for the candidate to meet various administrators and other appropriate people.

8. Selection of the Chair:

The selection procedure will take place according to the procedures established by the university. All departmental votes regarding appointment of the Chair are advisory to the Dean. The appointment of the Chair requires the approval of the Provost and the President.

9. Failure of Search Process:

In case no candidate is found acceptable or if the successful candidate does not accept the offer, the following possibilities should be considered:

- (1) The faculty and staff may reexamine its charter and goals, make modifications if necessary, and conduct another vote.
- (2) The search committee may reopen the nomination process and conduct another vote if the list of internal candidates changes.
- (3) The search committee may enter into negotiation with the dean to (re)open the search for external candidates. In case no agreement can be reached, the department can petition the senate to initiate the formation of a university arbitration committee.
- (4) The committee may recommend that the dean initiate the process for appointment of an interim Chair.

10. Closure:

The search committee should inform the senate of any changes it deems necessary in the search procedure.

Note: As amended in the Departmental Meeting of 10/10/95

Charter of the Department of Fine Arts
Appendix C

Evaluation for Reappointment of Fine Arts Department Chair

This document describes the evaluation process for the Department Chair to be conducted by a faculty evaluation committee.

1. Frequency of Evaluation:

An evaluation of the Chair will take place during the final year of the Chair's appointment. The evaluation process may be initiated by the Chair or the Dean at any time, but not more than once each year.

2. The Evaluation Committee for the Chair of the Department:

The committee will consist of 3 members selected from the tenured or tenure-track faculty with at least a 50% appointment in Fine Arts. The voting body is described in Article III, section A, paragraph 2 of the Fine Arts Charter. The chair of the evaluation committee will be elected by the committee at the first closed meeting. The voting body will be asked to choose the appropriate number of names using the senate standard balloting procedures. The senator and an appointed individual will tabulate the results. Ties will be resolved by picking names from a box.

3. Self Evaluation by the Department Chair:

The Chair must prepare a written report that is distributed to all faculty and staff of the department. This report should include but need not be limited to:

- A. Achievement of the department goals for the period of evaluation.
- B. Budget and its management.
- C. Growth and quality of academic and artistic programs.
- D. Future needs and directions of the department.
- E. The charge given to the Chair or any goal of the department which the Chair thinks is controversial in the department and the effort the Chair has made to address the controversy.

The distribution of this report is followed by a meeting of all members of the department. The purpose of this meeting will be to answer questions and provide clarification about the report.

4. Questionnaire:

The attached questionnaire will be administered by the committee. Additional questions from the Chair, the dean, or the faculty may be added.

5. Processing of Questionnaire Results:

Evaluation forms will be sent to all faculty and staff of the department and collected using the Senate standard balloting procedures by the evaluating committee. The faculty and staff will be given one week to return the completed form to the evaluation committee. Tabulation and statistical analysis will be done for each significant group (faculty, staff, artist-in-residence) within the department. At the discretion of the committee a small group may be combined with a larger group for purposes of statistical analysis. Comments from open-ended questions will be synthesized by the committee for each significant group within the department.

The major accomplishments and problem areas of the Chair over the period of evaluation are reviewed in summary statements prepared by the evaluation committee. Comments on progress in problem areas identified in the previous evaluations are summarized by the evaluation committee. Results of the previous evaluation may be obtained from the office of the dean.

6. Chair's Response:

The committee will give the Chair a copy of the tabulated results, the synthesis of the open-ended questions, and summary statements of the committee. The Chair will be asked if he/she would like to respond to the report before members of the department see it.

If the Chair decides not to seek reappointment, then the process is terminated. Subsequently, the members of the department will be informed of the Chair's decision and all material related to this evaluation process will be destroyed.

7. Dissemination of Questionnaire Results:

A report of the tabulated results, the synthesis of open-ended questions, the summary statements prepared by the committee, and the response of the Chair will be compiled by the evaluation committee. The committee will arrange a closed meeting for all faculty and staff in the department. Copies of the document described above will be circulated at the meeting. These copies will not be allowed to be taken outside of the meeting room. All but two copies of the document will be destroyed after the meeting. The purpose of the meeting is

the dissemination of evaluation material only, and not for discussion of the Chair's performance.

One copy of the report will be kept in the office of the Dean. Any member of the department may see the evaluation material at any time during the reappointment process at the office of the Dean. The second copy will be kept in the file described in item 9.

8. Balloting:

A vote on the questions below will be conducted using the senate standard balloting procedure. The ballot will be sent only to the members of the constituency described in item 2 (above) and tabulated by the evaluating committee.

All the faculty and staff of the department are informed of the ballot results.

9. Implementation of Evaluation Results:

A file for the Chair will be created. This file will contain the self-evaluation of the Chair, the results of the ballot, the tabulated results of the questionnaire, the synthesis of open-ended questions, the summary statements of the committee, the response of the Chair, and all the original completed questionnaires. This file will move through the hierarchy of administration: Dean, Provost and the President.

When the administration decides for or against reappointment contrary to a simple majority vote of the eligible voting constituency, the Dean should explain the reasons for that decision verbally or in writing to the members of the department faculty.

10. Report by Dean:

For all reappointments, the Dean should prepare a written statement on the strengths and weaknesses of the Chair and the department, including but not limited to the following areas:

- A. Guidance and management of the quality and growth of the academic programs within the department.
- B. Guidance and support of artistic, scholarly, and research activities within the department.
- C. Practice of sound financial management within the department.
- D. Management and guidance of personnel within the department.

E. Definition of goals within the department and progress of the department toward these established goals.

The distribution of the report is followed by a meeting of the Dean and all Fine Arts faculty and staff (except student employees) in which questions will be answered and clarifications provided.

11. Storage of Reports:

The self evaluation report of the Chair, the report of the dean, the tabulated results, the synthesis of individual comments, the summary statements of the committee, and the ballot results will be kept in the office of the Dean and will be supplied to the next evaluation committee. The above documents will be destroyed once the Chair moves to a different position.

12. Closure:

The committee will inform the senate that the evaluation process has been concluded and offer any recommendations for changes in the evaluation process the committee deems necessary.

13. Approval:

Final approval of the Provost and the President is required for reappointment or dismissal.

The Charter of the Fine Arts Department, as amended on February 5, 2002, is endorsed by the following Fine Arts faculty and staff members:

Mary Ann Beckwith

Jeffrey Bell-Hanson

Richard Blanning

Debra Bruch

Mary Carol Friedrich

Inetta Harris

Michael J. Irish

Milton Olsson

Christopher Plummer

Ted Soldan

Karen Snyder

Suzanne Stephens