

Art
Department

Arts and Sciences
College

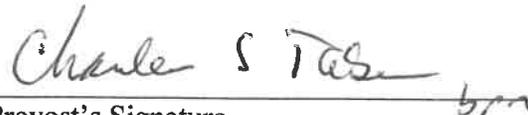
Policy Statement Concerning:

Personnel Review and Evaluation Standards/Procedures

- Performance Evaluation Criteria
- Annual Evaluation
- Reappointment Evaluation for:
 - Annual Reappointment Reviews
 - Mid-Tenure Review
- Tenure
- Promotion
- Professorial Performance Award
- Chronic Low Achievement
- Post-Tenure Review
- Non-Tenure Track Faculty Titles

Approved by Faculty Vote on (September 27, 2019)

NEXT REVIEW DATE: 2024

 _____ Department Head's Signature	12.20.19 _____ Date
 _____ Dean's Signature	12-20-2019 _____ Date
 _____ Provost's Signature	12-23-2019 _____ Date

INTRODUCTION

DEPARTMENT OF ART MISSION STATEMENT

The mission of the Department of Art is based on the recognition of the universal human need for visual expression, the necessity of the visual arts and visual communication in contemporary society, and the importance of cultural diversity provided for by exposure to the arts.

Central to the mission is a commitment to high quality undergraduate and graduate education in the visual arts. Quality teaching is enhanced by the creative research endeavors of the faculty who work closely with students to stimulate aesthetic and intellectual inquiry in both theory and application. Art and visual communication students are prepared to become practicing artists who are visually literate, culturally aware, skilled in creative problem solving and aesthetically sensitive. The curriculum provides a balance of art and visual communication history (including art and visual communication theory and craft), studio experiences, and preparation for future study or entry into a career.

The mission of the Department of Art includes professional and public service contributions. The expertise unique to the professional artist/designer and teacher serves varied clientele, agencies, and associations in the community, state of Kansas, and the national and international community.

The Department of Art at Kansas State University is a part of the College of Arts and Sciences. The mission of the College is fourfold: to take the lead in providing a high quality liberal arts foundation for all Kansas State University students; to promote graduate education and scholarly/research activities; to promote high quality undergraduate programs for its own majors; and to provide service to the disciplines, state and nation. The Department mission follows these College mission objectives very closely.

FACULTY IDENTITY

Faculty appointments

The privilege of participating in faculty meetings and in being elected to the Faculty Senate is reserved for those holding regular appointments. The following ranks may be either regular, term, or adjunct appointments.

Professor, Associate Professor, Assistant Professor (probationary or tenured)

Senior Instructor, Advanced Instructor, Instructor (see Section [C12.0](#))

Appointments at the rank of Instructor, Advanced Instructor, and Senior Instructor. The primary responsibility for persons on these appointments will be instruction, although the entire set of expectations must be clearly defined in the offer letter. Individuals in these positions are not required to hold the terminal degree appropriate to the discipline. Individuals on these appointments are not eligible for

tenure and are not eligible to vote on matters of tenure or promotion for tenure-track faculty. Service in these positions is not credited toward tenure.

Instructor, Advanced Instructor, and Senior Instructor---regular appointment. This appointment may be full-time or part-time. An instructor at any rank on a regular appointment is a member of the general faculty, and is afforded all perquisites accorded to the general faculty. Regular appointees are entitled to Notice of Non-Reappointment, as appropriate (see C160, et seq., University Handbook)

In matters affecting the graduate faculty, only members holding membership in graduate faculty may vote on matters affecting this group. (FSM 2-14-90)

Term appointments

Senior Instructor, Advanced Instructor, Instructor (see Section C12.0)

Graduate Assistant, Graduate Teaching Assistant, and Graduate Research Assistant (FSM 2-14-90)

Those appointed on a term appointment may be engaged in teaching, research and other creative endeavors, extension, or library services. This appointment may be full-time or part-time. Normally, a term appointment is used only when the need or the funding for the position is finite, and typically is for a specified term not longer than one year. A term appointment carries no expectation of continued employment beyond the period stated in the contract. Service on a term appointment is not credited toward tenure. The Standards for Notice of Non-Reappointment applicable to regular appointments do not apply. (POD 5-89; FSM 5-9-89)

Instructor, Advanced Instructor and Senior Instructor---term appointment. This appointment may be full-time or part-time. A term appointment carries no expectation of continued employment beyond the period stated in the contract. The Standards for Notice of Non-reappointment do not apply.

Persons appointed to these ranks may expect to be promoted on the basis of demonstrated individual merit in relationship to their association with the university's mission and within their discipline. Typically, consideration for promotion from instructor to advanced instructor can occur after a five-year period at the rank of instructor. Consideration for promotion to senior instructor may occur in accordance with criteria established by the unit. Each higher rank demands a higher level of accomplishment consistent with the expectations based on specific criteria, standards, and guidelines developed by departmental faculty in consultation with the department head/chair and the appropriate dean. Department heads/chairs are expected to notify faculty members regarding their progress toward or readiness for promotion review.

Recommendations for appointment, reappointment, annual evaluation, and promotion shall be made according to the guidelines and procedures described in the University Handbook (see Section C) and the departmental documents. Instructor positions will be awarded as

one-year, regular or term contracts. Advanced instructor and senior instructor positions may be awarded as one-year regular appointments, or as one-, two, or three-year term appointments.

STANDARDS FOR ANNUAL EVALUATION, AND PROMOTION AND TENURE

The Department of Art's annual evaluation and tenure and promotion decisions are made using separate systems, as described below.

1. ANNUAL EVALUATION

The faculty of the Department of Art has defined its responsibilities and procedures for Annual Evaluation in the following Performance Area Categories: Teaching, Research/Creative Activity, and Service, and, if applicable, Administration. Assessment of faculty achievement in each of these Performance Area Categories will be based on multiple criteria, as described in sections 1.5, 1.6, and 1.7. Performance in these related areas provides the bases for decisions involving annual salary adjustments.

The weight of each area of job responsibility is suggested by the amount of time assigned to each Performance Area Category in the goals that a faculty member has written and the Department Head has approved at the beginning of each evaluation period. (For example, a typical full-time assignment might devote 10% of time to service and the balance of time equally between research/creative activity and teaching.)

Refer to University Handbook Section C46.2 for details regarding salary adjustments.

Achievement in each Performance Area Category (Teaching, Research/Creative Activity, and Service, and, if applicable, Administration) will be rated using the following Performance Outcome Ratings: Exceeded Expectations, Met Expectations, Fallen Below Expectations (but has met minimum-acceptable levels of productivity), Fallen Below Minimum Acceptable Levels of Productivity. These Performance Outcome Ratings are relevant only to the Annual Evaluation process and will not form part of tenure and promotion decisions, consideration for the Professorial Performance Award, or consideration for other research, teaching, or service awards.

1.1 Annual Evaluation of Faculty on Phased Retirement, Sabbatical, and Partial Appointments within the Department of Art

Standards for ranking faculty on less than full-time assignment will be determined by the Department Head in consultation with the faculty member. Expectations are proportional to appointment responsibility distribution and FTE, e.g. faculty on phased retirement with a half-time assignment will enter the categories requiring half the accumulated activity in each performance category. Similarly, faculty on sabbatical or with joint or partial appointments within the Department of Art will be evaluated with expectations that are proportional to appointment responsibility distribution and FTE, e.g. a faculty member

with a half-time assignment within the Department of Art will enter the categories requiring half the accumulated activity in each performance category.

1.2 Appointment, Annual Evaluation, and Promotion of Non-Tenure Track Faculty

Appointment

Non-tenure track faculty members, with primary responsibilities in teaching and advising students (for instructors and teaching professors), may be recruited, hired, and appointed into regular or term positions. Non-tenure track faculty are appointed by the Department head in consultation with the tenured/tenure-track faculty in the pertinent area of expertise. Initial appointment rank and subsequent promotions in rank are based on advanced degree(s) held, experience, performance, and achievements over time within a given rank. Non-tenure track faculty may be elected as members of the KSU Graduate Faculty and direct graduate students if the academic department faculty and Graduate Council approve the nomination.

Annual Evaluation

Non-tenured/tenure track faculty will be evaluated by the Department Head annually, in consultation with the tenured/tenure-track faculty in the pertinent area of expertise. TEVALs, in addition to other evidence of productivity and effectiveness relative to the appointment or effort distribution, may be requested.

Promotion of Non-tenure Track Faculty

The procedures for promotion will be similar to the processes for promotion of tenure-track and tenured faculty outlined in the University Handbook. To be promoted from Instructor to Advanced Instructor, Advanced Instructor to Senior Instructor, the applicant must make a request to the department head and receive the endorsement of the faculty in the area of study. The applicant also must meet the same criteria (qualifications and time in rank), and provide the same documentation and follow the same procedures for promotion as tenure-track and tenured faculty at the same rank. Criteria used will be those relevant to the assignment of duties of the position. External review letters will be solicited by the department head, as is the case for tenure-track faculty. All tenure-track and tenured faculty will evaluate and vote on the submitted materials by ballot in the same process as tenure/tenure-track promotions. The department head will notify the applicant of the outcome of the departmental decision. If the vote for promotion is favorable, the outcome will be submitted in writing to the applicant, and copied to the Dean and the supervisor of the applicant. In the event of a negative decision, the department head will provide a summary of the faculty's rationale for the decision to the applicant, the faculty who participated in the decision, and the Dean. An appeal of a negative decision must be made in writing to the department head. If a promotion is recommended, the department head will decide with the candidate and the dean on the length of the new appointment. The options are:

- Regular appointment, one year entitled to Notice of Non-Reappointment,
- Term appointment for a one, two or three year term, with no Notice of Non-Reappointment.

Once the type and length of the appointment is decided, it will need to be communicated in the recommendation to the dean. Faculty members in non-tenure track ranks do not currently receive the promotion-related salary increases described in Section C132 of the University Handbook. These increases in salary are awarded at the University level and are given only to tenure-track or tenured faculty for promotion to Associate Professor or Professor.

1.3 Annual Evaluation Performance Outcome Ratings for Tenure-Track and Tenured Faculty

The following appraisal nomenclature is designed to contribute to faculty professional development and to facilitate recommendations concerning annual evaluation. Teaching, research/creative activity, and service are weighted to indicate department priorities and reflect time/effort distribution, and to remain consistent with guidelines from the University Handbook. Due to the nature of contemporary art/design practice, research/creative activity accomplishments may be cross-disciplinary.

Performance shall be evaluated in each of the Performance Area Categories (Teaching, Research/Creative Activity, and Service, and, if applicable, Administration). From this evaluation one Overall Performance Rating of Exceeded Expectations, Met Expectations, Fallen Below Expectations (but has met minimum-acceptable levels of productivity), or Fallen Below Minimum Acceptable Levels of Productivity shall be determined.

Annual salary adjustments will be uniform for all faculty who achieve the same Overall Performance Rating. The percentage of salary adjustment recommended for faculty with an Overall Performance Rating of Exceeded Expectations will be greater than that of the faculty with an Overall Performance Rating of Met Expectations, and the percentage of salary adjustment recommended for faculty with an Overall Performance Rating of Met Expectations will be greater than that of the faculty with an Overall Performance Rating of Fallen Below Expectations (but has met minimum-acceptable levels of productivity), and so on. In accordance with the recommendation of the University Handbook C46.2 “As a guide, average percentage increases in the highest category are expected to be about twice those in the lowest category; this ratio is expected to fluctuate both with the degree to which members of the unit differ in effectiveness and with the degree to which funds are available.”

Performance Outcome Categories are defined generally as follows:

Exceeded Expectations

A Performance Outcome Rating of Exceeded Expectations reflects a significant achievement on the order of a career milestone and will therefore be considered a rare occurrence. As experts in their fields, the faculty are expected to recognize such a milestone when it has been achieved and to draw attention to it when they submit their materials for annual review. To assist faculty in evaluating their exceptional achievements, the Personnel Advisory Committee (composed according to the procedures outlined below

in §1.4) will maintain a record of achievements that merited a Performance Outcome Rating of Exceeded Expectations that can be freely consulted by the faculty of the Department of Art. This list is for illustrative purposes only and should not be construed as defining or limiting potential exceptional outcomes on the part of the faculty.

Met Expectations

A Performance Outcome Rating of Met Expectations confirms the high quality of a faculty member's work. Thus, meeting expectations will be the normal result for productive to highly productive members of the faculty.

Fallen Below Expectations (but has met minimum-acceptable levels of productivity)

A Performance Outcome Rating of Fallen Below Expectations (but has met minimum-acceptable levels of productivity) indicates that the quality of a faculty member's work is not consistent with the high expectations held by the Department of Art.

Fallen below Minimum Acceptable Levels of Productivity

A Performance Outcome Rating of Fallen Below Minimum Levels of Productivity indicates that a faculty member's work is unacceptable in a critical area (teaching, research/creative activity, service) that affects the mission of the Department of Art.

1.4 Annual Evaluation Procedure

Annual Evaluation will take place each fall semester for the preceding academic year (fall, spring, and summer semesters). The Department Head will set a deadline for submission of materials, generally in early October.

Faculty will submit six documents:

1. A list of goals for each Performance Area Category for the upcoming evaluation period.
2. The list of goals from the previous year.
3. A brief list consisting only of all activities from the previous year.
4. Brief narrative summaries (not to exceed 1000 characters) of the most significant achievements exclusively from the previous academic year, separated by Performance Area Category (Teaching, Research/Creative Activity, and Service, and, if applicable, Administration). The summaries should present achievements in order of importance and should reflect the goals set by the faculty member the previous year in each of the performance categories. Annotation of the top achievement in each Performance Area Category may be included if desired.

5. TEVAL statistical reports for all courses taught.
6. A complete CV.

Materials shall be evaluated by the Personnel Advisory Committee. The Personnel Advisory Committee shall be comprised of three members of the department faculty. If possible, at least one member shall be at the rank of Assistant Professor. Each member will serve a one-year term on the committee, with each member's term terminating each year. Appointments to the Personnel Advisory Committee rotate among all of the department faculty on a schedule such that no faculty member who has served a one-year term on the committee will be appointed to serve again until all other faculty members have served one-year terms on the committee.

Once the Personnel Advisory Committee receives the materials, the committee determines whether criteria have been met for the Performance Outcome Rating of Fallen Below Minimum Acceptable Levels of Productivity, Fallen Below Expectations [but has met minimum-acceptable levels of productivity], or Met Expectations in each Performance Area Category (Teaching, Research/Creative Activity, and Service, and, if applicable, Administration).

The Personnel Advisory Committee will determine whether any activity in any Performance Area Category merits consideration by the Department Head for a Performance Outcome Rating of Exceeded Expectations. The Head will make a decision as to whether a rating of Exceeded Expectations is merited or not and will provide a written justification of that decision within the letter of evaluation.

The Department Head will receive the Personnel Advisory Committee's recommendations and for each faculty member determine a Performance Outcome Rating (Exceeded Expectations, Met Expectations, Fallen Below Expectations [but has met minimum-acceptable levels of productivity], Fallen Below Minimum Acceptable Levels of Productivity) for each Performance Area Category (Teaching, Research/Creative Activity, and Service, and, if applicable, Administration). The Department Head will then determine an Overall Performance Rating for each faculty member.

In cases when the Department Head modifies any of the Performance Outcome Ratings recommended for an individual faculty member by the Personnel Advisory Committee, a description of this change will be sent by the Department Head to the Personnel Advisory Committee and to the faculty member whose Performance Outcome Rating was modified. Upon receipt of the written annual evaluation each faculty member will have the opportunity to meet with the Head and discuss the evaluation. If a faculty member wishes to disagree with the annual evaluation, the faculty member should respond in writing within seven working days of meeting with the Head. This written response shall be submitted to the Dean along with the entirety of the faculty member's annual evaluation.

1.5 Annual Evaluation Criteria: Teaching

The criteria for Performance Outcome Ratings for teaching are as follows:

Exceeded Expectations

A Performance Outcome Rating of Exceeded Expectations reflects a significant achievement on the order of a career milestone in addition to meeting the criteria listed below for “Met Expectations”. Examples of achievements potentially supporting this rating include but are not limited to teaching awards and teaching-related grants.

Met Expectations

A Performance Outcome Rating of Met Expectations confirms that a faculty member has

1. taught all regularly assigned courses during the fall and spring semesters: ordinarily five courses per year but fewer during periods of leave, sabbatical, or administrative service

and

2. provided a summary of evidence of activities leading to improved or enhanced teaching (for examples of appropriate activities, see APPENDIX C) that the Personnel Advisory Committee has determined merits a rating of Met Expectations

and

achieved an average raw or adjusted TEVAL score of 2.5 or greater on “overall effectiveness as a teacher” for all regularly assigned courses taught during evaluation period.

Fallen Below Expectations (but has met minimum-acceptable levels of productivity)

A Performance Outcome Rating of Fallen Below Expectations (but has met minimum-acceptable levels of productivity) indicates that a faculty member has

1. taught all regularly assigned courses during the fall and spring semesters: ordinarily five courses per year but fewer during periods of leave, sabbatical, or administrative service

and

2. not achieved an average raw or adjusted TEVAL score of 2.5 or greater on “overall effectiveness as a teacher” for all regularly assigned courses taught during evaluation period

or

not provided a summary of evidence of activities leading to improved or enhanced teaching (for examples of appropriate activities, see APPENDIX C) that is strong enough to convince the Personnel Advisory Committee that a rating of Met Expectations is merited.

Fallen Below Minimum-Acceptable Levels of Productivity

A Performance Outcome Rating of Fallen Below Minimum-Acceptable Levels of Productivity indicates that a faculty member has

1. not taught all regularly assigned courses during the fall and spring semesters: ordinarily five courses per year but fewer during periods of leave, sabbatical, or administrative service

and

2. not achieved an average raw or adjusted TEVAL score of 2.5 or greater on “overall effectiveness as a teacher” for all regularly assigned courses taught during evaluation period

and

not provided a brief summary (not to exceed 1000 characters) of evidence of activities leading to improved or enhanced teaching (for examples of appropriate activities, see APPENDIX C)

1.6 Annual Evaluation Criteria: Research/Creative Activity

All Department of Art faculty are expected to engage regularly in research/creative activity that contributes meaningfully to the creation and/or understanding of art or design in a national and international context. Quantity of research/creative activity outcomes is not in itself a sufficient criterion for assessment, so the Department of Art has not established quotas for research/creative activity. Rather, the Department considers quality of research/creative activity (judged in terms of the magnitude of contribution to one’s field of research/creative activity) to be of paramount concern, and quality is independent from specific numbers of research/creative activity outcomes.

Major research/creative activity projects, such as books and significant solo exhibitions, can require years of work before outcomes are achieved. Numerical thresholds for assessment are inimical to such outcomes, which are those most likely to have a meaningful impact on one’s field. The Department of Art recognizes and values long-term projects and shall not employ assessment procedures that impede rather than encourage them.

The means of contributing to one's field are diverse, and no comprehensive list of such activities is possible. Nevertheless, some research/creative activity outcomes can be considered standard. Among these are peer-level exhibitions, publications, presentations, and commissioned work for clients in national and international venues. The assessed quality of these outcomes may vary, given the complex number of factors (reputation of the venue, juror, curator, editor, press, journal, reviewer, etc.), but some categorical distinctions can be made. All other factors being equal, a solo exhibition is generally more significant than a group exhibition; a book is generally more significant than an article; a peer-juried article is generally more significant than a peer-level article, etc.

The prestige of a venue is usually an important indicator of the quality of a research/creative activity outcome, but ultimately determination of quality must rely on the professional assessment of the Department of Art through its Personnel Advisory Committee and Head.

The criteria for Performance Outcome Ratings for research/creative activity are as follows:

Exceeded Expectations

A Performance Outcome Rating of Exceeded Expectations reflects a significant achievement on the order of a career milestone. As experts in their fields, the faculty are expected to recognize such a milestone when it has been achieved and to draw attention to it when they submit their materials for annual review. To assist faculty in evaluating their exceptional achievements, the Personnel Advisory Committee (composed according to the procedures outlined above in §1.4) will maintain a record of achievements that merited a Performance Outcome Rating of Exceeded Expectations that can be freely consulted by the faculty of the Department of Art. This list is for illustrative purposes only and should not be construed as defining or limiting potential exceptional outcomes on the part of the faculty.

Met Expectations

A Performance Outcome Rating of Meets Expectations confirms that a faculty member has achieved one or more verifiable peer-level research/creative activity outcomes or made verifiable progress toward a peer-level research/creative activity outcome in or for a peer-level national or international venue.

Fallen below Expectations (but has met minimum-acceptable levels of productivity)

A Performance Outcome Rating of Fallen Below Expectations (but has met minimum-acceptable levels of productivity) indicates that a faculty member has neither achieved nor made verifiable progress toward a peer-level research/creative activity outcome in or for a peer-level national or international venue but has achieved or made progress toward one or more verifiable research/creative activity outcomes of lower stature.

Fallen below Minimum-Acceptable Levels of Productivity

A Performance Outcome Rating of Fallen Below Minimum-Acceptable Levels of Productivity indicates that a faculty member has neither achieved nor made progress toward any verifiable research/creative activity outcome.

1.7 Annual Evaluation Criteria: Service

Effective operation of the Department of Art depends upon the participation of all faculty members in various service tasks. A typical assignment is membership in one departmental standing committee, but participation may also be needed on ad hoc committees, such as search committees. Departmental service may sometimes receive compensation in the form of a course release.

Service to the College of Arts and Sciences and to the University is also important, especially for faculty at higher ranks.

Service to the field is an important part of a faculty member's professional development, and service to the public helps to further the mission of the university. These forms of service are expected, and they help to establish a faculty member's case for tenure and promotion. For the purpose of annual evaluation, however, service to the Department of Art is considered primary.

In general, service is a responsibility that competes with research/creative activity and teaching for a faculty member's time and energy. The Department of Art therefore expects faculty to contribute appropriately to the Department's operations but does not encourage a level of service—either to the Department, College of Arts and Sciences, and University or to one's field and the public—that interferes with productivity in the other Performance Areas.

The criteria for Performance Outcome Ratings for service are as follows:

Exceeded Expectations

A Performance Outcome Rating of Exceeded Expectations reflects a service assignment significantly beyond the ordinary expectations for a faculty member in the Department of Art. The distinction between Met Expectations and Exceeded Expectations is not minor. It is not, for example, simply a matter of serving on one additional committee, but constitutes an excess of service activities on the part of the faculty member.

Met Expectations

A Performance Outcome Rating of Met Expectations indicates that a faculty member has demonstrated a willingness to take on his or her share of the service load, whether at the departmental, college, or university level, or has assumed other important departmental

tasks requiring a comparable investment of time and energy. Ordinarily service on at least one departmental committee meets expectations.

Fallen Below Expectations (but has met minimum-acceptable levels of productivity)

A Performance Outcome Rating of Fallen Below Expectations (but has met minimum-acceptable levels of productivity) indicates that a faculty member's service contribution has not equaled service on at least one departmental committee.

Fallen below Minimum Acceptable Levels of Productivity

A Performance Outcome Rating of Fallen Below Minimum Levels of Productivity indicates that a faculty member has not contributed appreciably to the department, college, or university in the area of service.

2. REAPPOINTMENT

Probationary faculty shall be reviewed for yearly reappointment. A timetable set by the Department Head based on university deadlines will be given to the candidate well in advance. The candidate shall assemble all required information and make it available to the Department Head.

2.1 Reappointment Materials

Required information related to the current evaluation period will be highlighted and consist of the following:

- Student evaluations of all courses taught at K-State during the probationary period. Other supplementary evidence shall be presented (visual documentation, syllabi, class assignments, etc.)
- Evidence of quality research/creative activity (exhibitions, commissions, books, articles, published papers, etc.)
- Evidence of service (department or university governing bodies, contributions to the profession, etc.)

2.2 Reappointment Procedure

The candidate's materials will be made available for evaluation by tenured faculty members. Each eligible faculty member will review the candidate's materials in advance of the meeting and have the opportunity to submit anonymous written comments regarding the candidate for open discussion at the meeting. These comments will be deposited in a collection box in the main office.

At the meeting, the chair of the committee will lead the discussion of the candidate's record, incorporating the previously received anonymous comments. The comments will not circulate in advance of the meeting, and will be known only to the Department Head

and chair until they are introduced at the meeting. The proceedings of this meeting will be recorded in the form of notes taken on the discussion, but these notes *will not* be submitted as part of the candidate's file. Thus, the minutes from this meeting stand as a record of the topics of discussion and not as a record of an individual faculty member's evaluation of the candidate. [For the policy covering the submission of comments as part of the candidate's file, see University Handbook, Section C, no. 112.5]

Subsequent to this meeting, balloting will take place [University Handbook, Section C, no. 53.1]. Eligible faculty not present at the meeting cannot cast a ballot. Under special circumstances (e.g., illness, sabbatical, professional conflict) and with prior approval of the Department Head, faculty may attend the meeting by teleconference. The voting will take place by secret ballot, but the ballots *will not* be anonymous. Each ballot will require a written justification for the vote. To ensure that each vote has been cast by an identifiable faculty member, each eligible faculty member will submit the ballot in a sealed envelope with the voter's signature written over the sealed edge and name printed clearly on the front. The sealed ballots shall be placed in the ballot box by hand or, in the case of voters unable to cast their ballots in person, shall be mailed to the Head.

These ballots will only be read by the Department Head and other evaluators at the Dean's level. Thus, they are "anonymous" to departmental faculty, but known to the administration. This is in keeping with the procedures outlined in University Handbook, Section C, nos. 54 and 112.5, where "written comments (unedited)" and "non-redacted written comments" [i.e., the justification] are submitted by the Department Head to the Dean. The Department Head will share in writing a redacted version (summarizing tenured faculty members' comments but maintaining their confidentiality) of his/her recommendation to the dean with the candidate.

3. MID-TENURE REVIEW

3.1 Mid-Tenure Review Standards

It is expected that the candidate should be able to demonstrate an ability to teach a variety of courses including both undergraduate and graduate levels; to show a high level of accomplishment in scholarship and/or creative activities that indicates a potential for meeting the standard for tenure and promotion by the time the candidate applies for tenure and promotion; and participate in, and contribute to the committees and affairs of the Department of Art.

3.2 Mid-Tenure Review Criteria

The criteria used for this review are the same as for tenure and promotion, though adjusted for the time in rank.

3.3 Mid-Tenure Review Procedure

At the latest, the mid-tenure review (MTR) will be conducted during the second semester of the probationary faculty member's third full year at K-State. This review is intended to provide tenure-track faculty members with assessments of their performance by the tenured faculty members in the areas of teaching, research/creative activity, and service; for the tenured faculty members to comment on the probationary faculty member's long-range plans; to determine if the accomplishments and goals of the probationary faculty member are consistent with the missions and expectations of the department.

At the beginning of the academic year in which the review is to occur the Department Head will inform the candidate of the review and of his/her responsibilities concerning the review. The candidate should access "Guidelines for the Organization and Format of Mid-Tenure Review Documentation" located at the Office of Academic Personnel website (<http://www.k-state.edu/academicpersonnel/forms/>) and complete the MTR documentation packet no later than January 15th. Outside letters of evaluation will not be sought.

The MTR documentation packet, along with the Department Head's description of the faculty member's responsibilities and a current vita, are made available for review by the tenured faculty members.

In addition to the MTR documentation packet, candidates may also request to make an optional presentation in support of their candidacy. This option provides candidates with a more direct forum to demonstrate the strength of their application.

A meeting of the tenured faculty will be held to discuss the candidate's dossier and to take a vote. Each eligible faculty member will review the candidate's materials in advance of the meeting and have the opportunity to submit anonymous written comments regarding the candidate for open discussion at the meeting. These comments will be deposited in a collection box in the main office.

At the meeting, the chair of the committee will lead the discussion of the candidate's record, incorporating the previously received anonymous comments. The comments will not circulate in advance of the meeting and will be known only to the Department Head and chair until they are introduced at the meeting. The proceedings of this meeting will be recorded in the form of notes taken on the discussion, but these notes *will not* be submitted as part of the candidate's file. Thus, the minutes from this meeting stand as a record of the topics of discussion and not as a record of an individual faculty member's evaluation of the candidate. [For the policy covering the submission of comments as part of the candidate's file, see University Handbook, Section C, no. 112.5]

Subsequent to this meeting, balloting will take place [University Handbook, Section C, no. 53.1]. Eligible faculty not present at the meeting cannot cast a ballot. Under special circumstances (e.g., illness, sabbatical, professional conflict) and with prior approval of the Department Head, faculty may attend the meeting by teleconference. The voting will take place by secret ballot, but the ballots *will not* be anonymous. Each ballot will require a written justification for the vote. To ensure that each vote has been cast by an identifiable

faculty member, each eligible faculty member will submit the ballot in a sealed envelope with the voter's signature written over the sealed edge and name printed clearly on the front. The sealed ballots shall be placed in the ballot box by hand or, in the case of voters unable to cast their ballots in person, shall be mailed to the Head.

These ballots will only be read by the Department Head and other evaluators at the Dean's level. Thus, they are "anonymous" to departmental faculty, but known to the administration. This is in keeping with the procedures outlined in University Handbook, Section C, nos. 54 and 112.5, where "written comments (unedited)" and "non-redacted written comments" [i.e., the justification] are submitted by the Department Head to the Dean. The Department Head will share in writing a redacted version (summarizing tenured faculty members' comments, but maintaining their confidentiality) of his/her recommendation to the dean with the candidate.

If tenured faculty members should recommend that the probationary faculty member should not be reappointed, then the probationary faculty member may use the appeal procedure that is used in the case of denial of promotion and/or tenure. All appeals must follow the procedures found in the University Handbook, C45.3.

4. TENURE AND PROMOTION

4.1 Criteria for Tenure and Promotion to Associate Professor

Faculty members must meet the requirements for Associate Professor in order to earn tenure. Please review the University Handbook for rights and responsibilities that are common to all who are seeking promotion at K-State (see Sections C70-C116.2 for tenure and Sections C120-C156.2 for promotion).

There is not a simple list of accomplishments that, when achieved, guarantees that a faculty member will obtain tenure and promotion. Tenure and promotion is not a right accorded to every faculty member, nor is it granted simply as a result of a candidate's routinely meeting assigned duties.

A demonstrated record of quality teaching and service is essential for tenure and promotion. A faculty member cannot obtain Associate Professor status unless he or she spends the necessary time and energy to nurture and develop the intellectual and creative talents of our students and provide appropriate levels of service to the department, university and/or state.

In research/creative activity, a candidate for promotion and tenure to Associate Professor should demonstrate that he or she is acquiring national achievement in one or more appropriate subfields of art, among them art history, art critique, art theory, studio arts, and graphic design/visual communications. To demonstrate such achievement a record of peer-level research/creative activity outcomes is considered essential. Definitions of peer-level

research/creative activity outcomes can be found in APPENDIX A. Definitions of terms commonly used within subfields of art can be found in APPENDIX B.

In general, the quantity of peer-level research/creative activity outcomes is considered less important than the quality of such outcomes. However, a certain level of productivity is expected, though this may vary by subfield.

In determining whether tenure and promotion will be granted, voting faculty members in the Department of Art will use their own judgment but will also seek the advice, and value the opinions of external referees. Therefore, a candidate's record of scholarly and/or creative accomplishment at the time of the tenure and promotion decision should be similar in quantity and quality to faculty in the same subfield of art who have recently earned tenure and promotion in an art department at one of Kansas State University's peer institutions.

4.2 Procedures for Tenure and Promotion to Associate Professor

Judgment regarding whether thresholds have been met will be made by the tenured faculty who are at that level or higher in rank of the status being sought, along with the advice of faculty in the candidate's general subfield and external referees. Letters from external reviewers of the candidate's file will be made available, unredacted, to all faculty who are eligible to vote on the candidate's tenure and promotion.

Years of appointment as a probationary instructor (see Section C12, University Handbook, Kansas State University) may be credited as part of a probationary period for gaining tenure if stipulated in the individual's contract. Service in a term appointment at the rank of Assistant Professor or above may count as part of a probationary period for gaining tenure if stipulated in the individual's contract and subject to University Handbook, Section C73.

For persons appointed at the rank of Assistant Professor, the maximum probationary period for gaining tenure and promotion to Associate Professor consists of six (6) regular annual appointments at K-State at a probationary rank. In these cases, decisions of tenure must be made before or during the sixth year of probationary service. Candidates not approved for tenure during the sixth year of service will be notified by the appropriate dean that the seventh year of service will constitute the terminal year of appointment.

For persons appointed at the rank of Associate Professor or Professor, the maximum probationary period for gaining tenure consists of five (5) regular annual appointments at K-State at probationary ranks. Tenure decisions must be made before or during the fifth year of probationary service. Candidates not approved for tenure during the fifth year of service will be notified by the appropriate dean that the sixth year of service will constitute the terminal year of appointment.

Faculty members on probationary appointments who have met the criteria and standards for tenure prior to the above maximum times may be granted tenure. Because candidates may be considered for tenure at any time during their probationary period, no time credit

shall be granted for tenure at any time during their probationary period, and no time credit shall be granted for service prior to employment at K-State.

4.3 Criteria for Promotion to Professor

There is not a simple list of accomplishments that, when achieved, guarantees that a faculty member will obtain promotion to Professor. Promotion is not a right accorded to every faculty member, nor is it granted simply as a result of a candidate's routinely meeting assigned duties.

The University Handbook (C120.2) stipulates that promotion to Professor is based on attainment of excellence in the assigned responsibilities of the faculty member and recognition of excellence by all appropriate constituencies.

Therefore, demonstrated record of quality teaching and service is essential for promotion to Professor. A faculty member cannot obtain the rank of Professor unless he or she spends the necessary time and energy to nurture and develop the intellectual and creative talents of our students and provide appropriate levels of service to the department, university and/or state.

Furthermore, a candidate for promotion to Professor must demonstrate that he or she has acquired national or international achievement in an appropriate subfield of art, including art history, art critique, art theory, studio arts, and/or graphic design/visual communications.

To demonstrate such achievement a record of peer-level research/creative activity outcomes is considered essential. Definitions of peer-level research/creative activity outcomes can be found in APPENDIX A. Definitions of terms commonly used within subfields of art can be found in APPENDIX B. In general, the quantity of peer-level research/creative activity outcomes is considered less important than the quality of such outcomes. However, a certain level of productivity is expected, though this may vary by subfield.

In determining whether tenure and promotion will be granted, voting faculty members in the Department of Art will use their own judgment but will also seek the advice, and value the opinions of external referees. Therefore a candidate's record of scholarly and/or creative accomplishment at the time of the tenure and promotion decision should be similar in quantity and quality to faculty in the same subfield of art who have recently earned promotion to Professor in an art department at one of Kansas State University's peer institutions.

4.4 Procedures for Promotion to Professor

The judgment regarding whether these thresholds have been met will be made by the tenured faculty who are at that level or higher in rank of the status being sought, along with the advice of faculty in the candidate's general subfield and external referees.

Letters from external reviewers of the candidate's file will be made available, unredacted, to all faculty who are eligible to vote on the candidate's promotion.

4.5 Timeline for Application for Tenure and Promotion to Associate Professor and Professor

Before the end of the spring semester in the year prior to application:

- The candidate will submit a complete "dossier" in electronic format, in accordance with formats and procedures provided by the provost and dean (see "Guidelines for the Organization and Format Tenure and Promotion Documentation" found at: <http://www.k-state.edu/academicpersonnel/forms/>).

The dossier will include:

20 digital images of creative work and/or samples of digital/video/motion work, (studio faculty) and/or other documentation of research accomplishment, and a copy of complete curriculum vitae.

- Faculty at the candidate's desired rank or higher are notified of the candidate's intention to apply for promotion. Each eligible faculty member is asked to provide one name, address and phone number of an outside reviewer in the appropriate field at the desired rank or higher of the candidate, at a peer department of art.
- The candidate will submit the names of five people holding appointments at the candidate's desired rank or higher at peer departments of art to serve as outside referees. The candidate can also provide the names of potential outside reviewers who might provide a biased assessment of the candidate's work. These potential reviewers should not be consulted.
- The Department Head obtains agreement from five outside reviewers, with at least two from the candidate's list of recommended reviewers, to serve as referees.

Early June:

Materials will be mailed to five outside reviewers. Each external reviewer will be requested to: (1) evaluate the candidate's research/creative activity and accomplishments, and (2) compare the candidate with others in the same general area of research/creative activity who are at a comparable career level.

Mid-September:

- A memo will be sent to faculty members at the rank of Associate Professor and Professor requesting review of the candidate's materials.

- Outside reviewers will return written evaluations.
- Candidate's materials will be made available for review to faculty members at the rank of Associate Professor and Professor.

Mid-October:

- A meeting of the tenured faculty at the candidate's desired rank and higher will be held to discuss the candidate's dossier and to take a vote. Each eligible faculty member will review the candidate's materials in advance of the meeting and have the opportunity to submit anonymous written comments regarding the candidate for open discussion at the meeting. These comments will be deposited in a collection box in the main office.
- At the meeting, the chair of the committee will lead the discussion of the candidate's record, incorporating the previously received anonymous comments. The comments will not circulate in advance of the meeting and will be known only to the Department Head and chair until they are introduced at the meeting. The proceedings of this meeting will be recorded in the form of notes taken on the discussion, but these notes *will not* be submitted as part of the candidate's file. Thus, the minutes from this meeting stand as a record of the topics of discussion and not as a record of an individual faculty member's evaluation of the candidate. [For the policy covering the submission of comments as part of the candidate's file, see University Handbook, Section C, no. 112.5]
- Subsequent to this meeting, balloting will take place [University Handbook, Section C, no. 53.1]. Eligible faculty not present at the meeting cannot cast a ballot. Under special circumstances (e.g., illness, sabbatical, professional conflict) and with prior approval of the Department Head, faculty may attend the meeting by teleconference. The voting will take place by secret ballot, but the ballots *will not* be anonymous. Each ballot will require a written justification for the vote. To ensure that each vote has been cast by an identifiable faculty member, each eligible faculty member will submit the ballot in a sealed envelope with the voter's signature written over the sealed edge and name printed clearly on the front. The sealed ballots shall be placed in the ballot box by hand or, in the case of voters unable to cast their ballots in person, shall be mailed to the Head.
- *These ballots will only be read by the Department Head and other evaluators at the Dean's level. Thus, they are "anonymous" to departmental faculty, but known to the administration.* This is in keeping with the procedures outlined in University Handbook, Section C, nos. 54 and 112.5, where "written comments (unedited)" and "non-redacted written comments" [i.e., the justification] are submitted by the Department Head to the Dean. The Department Head will share in writing a redacted version (summarizing tenured faculty members' comments, but

maintaining their confidentiality) of his/her recommendation to the dean with the candidate.

Prior to review of the candidate's materials by the dean

- The Department Head will meet with candidate to review materials and the recommendations of the faculty and the external reviewers.

End of October:

- The candidate's materials will be provided to the dean.

5. CHRONIC LOW ACHIEVEMENT

When a tenured faculty member's overall performance falls below the minimum-acceptable level, as indicated by the annual evaluation, the Department Head shall indicate so in writing to the faculty member. The Department Head will also indicate, in writing, a suggested course of action to improve the performance of the faculty member. In subsequent annual evaluations, the faculty member will report on activities aimed at improving performance and any evidence of improvement.

If a Department of Art tenured faculty member receives a Fallen Below Minimum-Acceptable Levels of Productivity in a critical area that affects the mission of the Department of Art (teaching, research/creative activity, service) for two successive years or a total of three overall evaluations in any five-year period, the following review process will take place. Steps 1, 2, and 3 will not occur if affected faculty member declines peer input.

1. Prior to forwarding this evaluation to the appropriate dean, all tenured faculty members would review the particular case.
2. Affected faculty member would have the option of presenting his/her case to the Personnel Committee in person or by the submission of pertinent evaluation materials.
3. Following the review, the majority opinion of the faculty will be reported to the Department Head. The Department Head will review the report and may revise the evaluation.
4. A final report will be submitted to the Dean of Arts & Sciences if the faculty member remains in Performance Category #4, the fallen below minimum-acceptable level of productivity.

Please refer to University Handbook sections C31.5-C31.8 for details regarding chronic low achievement. If tenure is revoked, the faculty member would have the current university grievance procedures available, please see the University Handbook.

6. PROFESSORIAL PERFORMANCE AWARD

6.1 Professorial Performance Award Criteria

- The candidate must be a full-time professor and have been in rank at least six years since the last promotion or Professional Performance Award.
- The candidate must show evidence of sustained productivity in at least the last six years before the performance review; and
- The candidate's productivity and performance must be of a quality comparable to that which would merit promotion to Professor according to current approved departmental standards.

6.2 Professorial Performance Award Procedure

The procedures for determining awardees will follow a timeline consistent with the activities associated with the annual evaluation review process. Eligible candidates will complete and submit a file that documents professional accomplishments for the previous six years in accordance with the criteria, standards, and guidelines established by the department. The Department Head, after consultation with all other Professors in the department, will evaluate the materials and prepare a written evaluation of the candidate's material in terms of the criteria, standards, and guidelines established, along with a recommendation for or against the award.

This recommendation and the supporting documentation will be forwarded to the dean at the same time annual evaluations are forwarded to the dean. The dean will forward his or her recommendation along with the documentation to the Provost's office at the same time annual evaluations are forwarded. Please review the University Handbook Sections C49.1-C49.14 for policy and other details regarding the process.

7. POST-TENURE REVIEW

The purpose of post-tenure review at Kansas State University is to enhance the continued professional development of tenured faculty. The process is intended to encourage intellectual vitality and professional proficiency for all members of the faculty throughout their careers, so they may more effectively fulfill the mission of the university. It is also designed to enhance public trust in the University by ensuring that the faculty community undertakes regular and rigorous efforts to hold all of its members accountable for high professional standards.

Kansas State University recognizes that the granting of tenure for university faculty is a vital protection of free inquiry and open intellectual debate. It is expressly recognized that nothing in this policy alters or amends the university's policies regarding removal of tenured faculty members for cause (which are stipulated in the University Handbook). This policy and any actions taken under it are separate from and have no bearing on the chronic low achievement or annual evaluation policies and processes.

The Department of Art policy on post-tenure review follows the overarching purpose, principles, objectives, and procedures in the university policy on post-tenure review (see University Handbook, Appendix W), which was approved by Faculty Senate on February 11, 2014. Any promotion or substantial award (such as Professorial Performance Award or University Distinguished Professor) restarts the six-year clock for post-tenure review.

7.1 Post-Tenure Review Materials

Materials compiled for Post-Tenure Review will include the following:

1. Six previous annual evaluation letters drawn from the faculty member's personnel file.
2. A brief synopsis drawn directly from the six evaluation letters and compiled by the Department Head, of evaluations: typically teaching, research/creative activity, and service activity.
3. A reflective statement by the faculty member, not to exceed two pages, giving a summary of his or her activities and accomplishments over the previous six-year time frame.
4. A one-page goals statement that outlines the faculty member's short and long-term goals.

7.2 Post-Tenure Review Oversight

The Department Head oversees the review and meets with the faculty member to review the materials submitted. If necessary, the Department Head may consult with the chair of the Personnel Committee or other faculty members in the art, art history or design discipline at an equivalent or higher rank, to understand special circumstances or contributions specific to that discipline.

7.3 Post-Tenure Review Outcomes

If all six annual reviews Met or Exceeded Expectations in the three areas of evaluation, the post-tenure review meeting can be waived as this indicates that the faculty member is making an "appropriate contribution to the university." If there are areas of evaluation where there are concerns, the Department Head will indicate these in writing, in advance of the meeting, and the faculty member and the Department Head will discuss specific ways to address these concerns. The Head and faculty member will meet at the end of the following semester to review progress on the concerns and progress towards goals indicated by the faculty member.

All materials compiled for post-tenure review by the faculty member will be included in the faculty member's personnel file, with the Department Head's synopsis and any follow-up if applicable. The outcomes of the review will be submitted to the dean.

APPENDIX A CRITERIA FOR DETERMINING PEER LEVEL REVIEW

Should there be a question as to whether a venue or exhibition is considered “peer level,” the faculty member will be asked to supply material outlining existence of the below criteria as related to that venue or exhibition.

1. ART HISTORY FACULTY RESEARCH/CREATIVE ACTIVITY

1.1. Research/creative activity will be considered to be “Peer Level” as defined by any of the following criteria:

- Publications, conference papers and public lectures, grant applications, or other scholarly activities have been subject to blind peer review.
- Publications, conference papers and public lectures, grant applications, or other scholarly activities have been evaluated by someone whose scholarly expertise is comparable to that of university faculty.

2. STUDIO FACULTY RESEARCH/CREATIVE ACTIVITY

2.1. Research/creative activity will be considered to be “Peer Level” as defined by any of the following criteria:

- Prestige of the venue’s permanent collection.
- Prestige of the venue as evidenced through exhibition review(s) in a national level art journal, or exhibition(s) review in a regional publication with a regular art critic.
- Reputation of other artists who have exhibited in the venue.
- Juror/curator’s experience and/or position being at a level comparable to that of university level faculty or above.
- Juror/curator possesses a national or international reputation as an artist, curator, critic or scholar in any of the visual arts fields.
- Opportunity for participation in a venue is competitive and offered by any representative of a professional art organization, members of whom are at the university faculty level or above.
- Opportunity is competitive and awarded by a granting agency, comparable to a state university or above.

3. GRAPHIC DESIGN FACULTY RESEARCH/CREATIVE ACTIVITY

3.1. Activities will be considered to be “Peer Level” research/creative activity in the following cases:

- There has been peer selection and/or an evaluation process conducted by someone whose art/design expertise is comparable to that of university faculty or above (for non-consulting activities).

- Client work is done in collaboration with, or commissioned by an Art Director, Project Manager or Marketing/Communication Specialist.
- If consulting, all criteria listed in Definitions must be met, and selection must be conducted by someone whose expertise is comparable to that of university faculty or above.
- May also include exhibitions and grants -- see also STUDIO FACULTY RESEARCH/CREATIVE ACTIVITY PEER LEVEL DEFINITIONS described above.

APPENDIX B DEFINITION OF TERMS

1. GEOGRAPHIC SCOPE OF VENUE

Juried and invitational group exhibitions shall be defined by prospectus and/or reputation of juror or venue, rather than location. Juried or invitational web exhibitions shall fall under minor solo or group categories. A museum of national caliber (i.e., has national level collection/exhibitions) shall be considered a national venue, even if located in the state of Kansas or surrounding region. The Beach Museum shall be considered a regional institution except for group faculty shows, which are minor, local group shows.

2. EXHIBITIONS

2.1. International Solo Exhibition

A one-person exhibition held outside the United States at a public institution such as a national gallery, a national museum, a public gallery, an internationally recognized private gallery, a commercial gallery of peer level, a peer-level not-for profit gallery, a peer-level alternative space, or a university art museum of international standing.

2.2. International Group Exhibition

An exhibition consisting of work by two or more artists, designated by the prospectus as being international in scope at a public institution such as a national gallery or museum, a commercial gallery of peer level, a peer-level not-for profit gallery, a peer-level alternative space, a public gallery or museum, an internationally recognized private gallery, a university art museum, or an exhibition selected by a juror/curator of international reputation.

2.3. National Solo Exhibition

A one-person exhibition held in the United States beyond Colorado, Oklahoma, Nebraska, Kansas or Missouri at a public gallery or museum, a nationally recognized private gallery, a commercial gallery of peer level, a peer-level not-for-profit gallery, a peer-level alternative space, or a university art museum of national standing.

2.4. National Group Exhibition

An exhibition consisting of work by two or more artists held in the United States, designated by the prospectus as being national in scope at a public institution such as a gallery or museum, a commercial gallery of peer level, a peer-level not-for profit gallery, a peer-level alternative space, a public gallery or museum, a nationally recognized private gallery, a university art museum, or an exhibition selected by a juror/curator of national reputation.

2.5. Regional Solo Exhibition

A one-person exhibition held in Colorado, Oklahoma, Nebraska, Kansas, or Missouri at a public gallery or museum, a regionally recognized private gallery, a commercial gallery of peer level, a peer-level not-for-profit gallery, a peer-level alternative space, or a university art museum of regional standing.

2.6. Regional Group Exhibition

An exhibition consisting of work by two or more artists held in the United States, designated by the prospectus as being regional in scope at a public institution such as a gallery or museum, a commercial gallery of peer level, a peer-level not-for-profit gallery, a peer-level alternative space, a public gallery or museum, a regionally recognized private gallery, a university art museum, or an exhibition selected by a juror/curator of regional reputation.

3. PUBLICATIONS AND REVIEW OF WORK

3.1. Review in “MINOR” Art Publication (Exhibition Review or Feature Article)

“Minor” publication is defined as a newspaper with staff art critic, or a peer-level art publication with regional circulation. Review may be of a group or solo exhibition, or a feature article.

3.2. Reviewed in “MAJOR” Art Publication (Exhibition Review or Feature Article)

“Major” publication is defined as an art publication of national or international reputation/circulation. Review may be of a group or solo exhibition, or a feature article.

3.3. Exhibition Catalog and Gallery Folio

In general, catalogs and folios accompanying an exhibition shall be credited as the lowest, peer level activity. A catalog is a printed, bound or loose-leaf artifact that includes images of work by artists in the show, as well as a statement or essay from the juror/curator, or other art writer. A folio is at least a 2-sided, printed artifact that contains images from the show and text such as curatorial comments, biographical information on the artists in the show, etc.

3.4. Large Scale Work

Work that fulfills any of the following:

- is of a scale that significantly pushes the definition of “portable”
- is of a scale that significantly pushes the feasibility or limits of media or process
- is of a scale that is significantly larger than common practice in discipline or form

3.5. Lectures & Presentations (Research related)

Conferences, Visiting Artists talks, panels, etc.

3.6. Publication of written work

Peer-reviewed books, articles, essays, reviews, etc.

3.7. Publication of aesthetic work

Includes having digital art, graphic design, and/or illustration work published and featured as such, in books, magazines, newspapers, or respected, relevant public websites. Work is featured as an aesthetic piece of prominence in the field, rather than as design or art for a publication. Distribution of publication determines which geographic category it falls into. Gallery and home page promotion don't count.

3.8. Residencies

Participation for a specified length of time, in an established, peer level program wherein dedicated space is provided in support of creative endeavor and there was competitive review process.

3.9. Awards/Grants

Those where there has been a competitive-peer-review process.

3.10. Commissioned/Client Work

Any digital art, graphic design, and/or illustration work done for, and commissioned by a peer knowledgeable in design for client, paid or unpaid. Includes work published in magazines, newspapers, books, or respected, relevant public websites, etc., that is used as art or design for said publication. Distribution of publication determines which geographic category it falls into. Gallery and home page promotion don't count.

3.11. Consulting

The scope of the project is considerable, and involvement as consultant provides significant expertise, rather than acting merely in an advisory position. The involvement of time and expertise must be multifaceted and in line with the University's guidelines.

APPENDIX C INDICATORS OF TEACHING EFFECTIVENESS

(from <https://www.k-state.edu/provost/forms/EFE.pdf>, pp. 5-6)

Materials produced for individual courses such as reading lists, syllabi, and other instructional materials.

Tests and other materials and methods used to assess student achievement.

Depth, breadth, and currency of subject matter mastery.

Appropriateness of course content.

Effective course administration, e.g., maintaining office hours and punctuality in performing teaching-related paper work, such as turning in textbook orders, reporting grades, and filing syllabi.

Development of effective courses, preparation of innovative teaching materials or instructional techniques, or creative contributions to a department's instructional program.

Assessment by faculty colleagues who are familiar with the teacher's performance or have taught that person's students in subsequent courses.

Successful direction of individual student work of high quality, e.g., independent studies, theses or dissertations, and special student projects.

Effective and diligent advisement of students in pursuing their academic programs.

Successful performance of teaching responsibilities that are unusually demanding or require special expertise or preparation.

Versatility in contributing to the department's teaching mission, e.g., effective performance at all levels of instruction appropriate to the department, including membership on the Graduate Faculty and certification to direct dissertations.

Special contributions to effective teaching for diverse student populations.

Compiled student comments (such as those obtained from program assessments or exit interviews) that address a teacher's abilities to arouse student interest and to stimulate work and achievement by students.

Letters of evaluation from former students.

Accomplishments of the teacher's present and former students; i.e., information showing the students' success in learning the subject matter of the discipline and in pursuing it to a point of intellectual significance.

Students coming from other schools especially to study with the teacher.

Professional publications on the topic of teaching or materials prepared for use in teaching such as textbooks, published lectures, and audio-visual or computerized instructional materials.

Presentation of papers on teaching before learned societies.

Adoptions of a faculty member's textbooks or other instructional materials, especially repeated adoptions, by reputable institutions.

Honors or special recognition for teaching accomplishments.

Selection for special teaching activities outside of the University, especially in international assignments, e.g., Fulbright awards, special lectureships, panel presentations, seminar participation, and international study and development projects .

Membership on special bodies concerned with teaching, e.g., accreditation teams and special commissions.

Receipt of competitive grants or contracts to fund innovative teaching activities or investigations into effective teaching, especially for a diverse student population.

Membership on panels to judge proposals for teaching grants or contracts.

Selection for teaching in special honors courses and programs.

Special invitations to testify before governmental groups concerned with educational programs.

Evidence of excellence in supervision of students being trained in clinical activities and practica: this includes, but is not limited to, work on campus in the Veterinary Hospital and Veterinary Diagnostic Laboratory, the Speech and Hearing Center, the Family Center, and similar training/service units; and off campus in student teaching and other approved educational programs such as practica, internships, and preceptorships.