

COLLEGE CODE

COLLEGE OF LIBERAL ARTS

Main body of the code amended August 31, 2009

Appendix amended March 29, 2011

I. STATEMENT OF COLLEGE OBJECTIVES

The objective of the College of Liberal Arts is to provide education for life by means of instruction, scholarship, artistry, and service in the liberal arts.

- A. The College will develop and maintain instructional programs in the liberal arts that provide an understanding of people, their cultures, histories, literatures, philosophies, media, and arts; knowledge of their social, political, economic, and environmental systems; skills of critical thinking and communication; and attitudes appropriate to its academic disciplines. To reach this objective, the College will work to strengthen undergraduate and graduate teaching, coordinate curricula and interdisciplinary programs, and enhance student recruitment, retention, and learning.
- B. The College will foster and encourage significant research, scholarship, and creativity among the faculty and students in the liberal arts.
- C. The College will support and promote efforts by faculty and students to serve the University, the academic disciplines in the liberal arts, and the community. Specifically, the College will foster curricular and extra-curricular efforts that contribute to cultural and intellectual life, stimulate interdepartmental activities, share faculty expertise with the community, and strengthen faculty self-governance.

II. COLLEGE FACULTY MEETINGS

- A. The faculty of the College will be regularly informed and consulted through College faculty meetings. Faculty will be notified in writing of meeting time, place, and agenda by the Dean at least two weeks prior to each formal meeting.
- B. Meetings may be called by the Dean or by petition of 20 or more eligible faculty to consider specified college-wide academic, operational, or governance matters. "Eligible faculty" are defined by the Academic Faculty and Administrative Professional Manual (C.2.1.4).
- C. Minutes of all meetings will be recorded and distributed to each Department.
- D. The latest edition of the Standard Code of Parliamentary Procedure, by Alice Sturgis, will be the parliamentary authority for the College.

- E. The eligible faculty present at a meeting called in accordance with proper procedure will constitute a quorum.
- F. Questions before the College faculty will be decided by a majority vote of those present and voting, unless a 2/3 vote is required by the parliamentary authority or College Code. Uncontroversial matters may be decided by unanimous consent, and a majority vote may authorize specific voting methods, including a mail ballot to eligible members of the College faculty.
- G. Meetings of the faculty will be open to the public, unless a majority of the faculty present and voting approve a call for an executive session. Students and others who are not eligible faculty members may be given permission to speak.

III. COLLEGE ADMINISTRATIVE ORGANIZATION AND OPERATIONS

- A. Administrative Organization
 - 1. The administrative officers of the College consist of a Dean, chairs of the College departments, and other administrative support personnel as the Dean may from time to time appoint.
 - 2. The Council of Chairs, consisting of all Department Chairs and others identified by the Dean, represents departments to the Dean and provides the normal administrative channel for collective discussion and implementation of routine College business. The Council normally will meet at least once each month during the academic year. Additional meetings may be scheduled either by the Dean or by request of three Chairs.
- B. Administrative Operations

The administrative officers of the College will provide the following administrative services:

 - 1. Promote sound fiscal management and the equitable distribution of resources via the review and approval of departmental budgets.
 - 2. Promote the best interests of students and maximum effectiveness and development of the faculty by means of fiscal, program, and staffing reviews.
 - 3. Assist academic departments to secure competent and dedicated faculty and staff.
 - 4. Provide College guidelines for tenure and promotion recommendations that have been approved by College faculty. In light of Department, College, and University guidelines, consider recommendations for appointments, advancement, and/or tenure of College faculty members.
 - 5. Promote cohesion of academic programs by coordinating programs, classes, and other instructional matters within the College and across the University.
 - 6. Cooperate with other colleges and University entities to promote the continuous improvement of instruction and research programs that advance the College of Liberal Arts and the University.

IV. COLLEGE COMMITTEES

- A. College Curriculum Committee
 - 1. Voting members of the College Curriculum Committee will consist of one regular faculty representative chosen by each Department. The Committee will

include the College representative to the University Curriculum Committee, an Associate Dean, and the student representative(s) of the CLA Student Council. The Committee will have primary responsibility for review and approval of curriculum and academic program changes in the College.

2. The Committee may function both as a committee of the whole and in subcommittees operating within the delegated jurisdiction of the whole committee. The Committee may design and implement subcommittee memberships, procedures, functions, and leadership structures to assist in executing its assigned responsibilities.
3. The College of Liberal Arts faculty representative on the University Curriculum Committee will serve as Chair of the College Curriculum Committee.
 - a. The Chair will assign curricular proposals to appropriate subcommittees or to the whole committee, as appropriate, and coordinate their activities.
 - b. Subcommittee actions will be final unless a member of the other subcommittee objects to a course of action, in which case a meeting of the full committee will be called to resolve the issue.
 - c. The Chair is encouraged to consult with the subcommittee chairs on major issues that arise before the University Curriculum Committee and, if time permits, with the full College Curriculum Committee.

B. Scholarship Committee

1. The Scholarship Committee will consist of one faculty representative chosen by each Department. A member of the CLA administrative or administrative support staff shall be a non-voting member. The Committee will have primary responsibility for all appropriate decisions relating to qualifications, applications, and selections for College scholarships.
2. The College Student Council may elect one full-time graduate student from one of the College Departments to serve on the Committee to consider graduate awards, and the College Student Council may elect one full-time undergraduate major from one of the College Departments to serve on the Committee to consider undergraduate awards.

C. Other College Committees

1. Regular committees will have specified responsibilities and will be organized to perform their assigned work on a continuing basis. At the time of the revision of this Code, the regular College committees were: Adjunct Faculty Committee, Committee on the Liberal Arts, Graduate Council, International Studies Advisory Committee, Professional Development Program Committee, John N. Stern Distinguished Professor Award Selection Committee, and the Tenure and Promotion Advisory Committee.
2. Ad Hoc committees will be created for a specified term and purpose.
3. The Dean will initiate the selection of regular and ad hoc College committee members by asking faculty to nominate themselves or others to serve. The Dean should provide opportunities for committee service to interested faculty. The members chosen by the Dean must, to the fullest extent practicable, offer the expertise and commitment necessary to do properly the committee's work, and must express the College's diversity of disciplines and intellectual perspectives.

V. COLLEGE EVALUATIONS

- A. Annual evaluations of College administrators will be initiated by the Dean. Evaluations of each Departmental Chair will be solicited from the faculty and staff in his or her department. The results will be reviewed and reported back to the Dean in accordance with each department's Code provisions. The Dean will summarize and comment upon these reports in forming each Chair's annual evaluation. Evaluations of College administrative officers will be solicited from Departmental Chairs and other administrative officers and staff. These responses will inform the Dean's annual evaluation of their performances.
- B. Regular faculty, faculty with special appointments, and temporary faculty will be invited to participate in the annual performance evaluation of the Dean, which is required by University Code and administered by the Provost's Office. Evaluation forms will be distributed to faculty in each department no later than February 15th. The forms will be color-coded to differentiate faculty by type of appointment. The forms will ask faculty to comment on the Dean's performance in any or all of the following areas: fiscal management, programmatic and organizational leadership, college leadership, university leadership, enhancement of College and University diversity efforts, personnel management including goal setting and evaluation, and other issues/comments. Department Chairs will collect forms from faculty by March 1st and review them prior to writing their narrative evaluations of the Dean. Comments from faculty will be summarized in the narrative evaluations sent from Department Chairs to the Provost and may include narrative evaluations from the Chair. The Chairs' narrative evaluations will not quote faculty directly or reveal the names of faculty who have participated in the evaluation exercise.
- C. The Dean will provide to the faculty an annual evaluation of College operations.

VI. COLLEGE GUIDELINES FOR TENURE/PROMOTION

The document, "Guidelines for Tenure/Promotion Recommended to the Departments and the Dean of the College of Liberal Arts," approved by the College faculty in November 1988 will, in its original and amended forms, inform College faculty members, their departments, and the Dean regarding College guidelines for evaluating recommendations for tenure and promotion. These "Guidelines" were most recently amended by the College faculty in April 2003.

VII. COLLEGE PERSONNEL SELECTION

Appointments to all faculty (regular, special, and temporary), administrative, and administrative professional positions in the College will be guided by relevant University and Department policies and administrative procedures as well as by a commitment to the legal and ethical principles of equal opportunity. Within this framework, the College will give special attention and emphasis to the following principles:

- A. The processes of formulating positions, building candidate pools, evaluating and selecting candidates, and shaping the terms of appointment will be conducted with procedural integrity. Procedural integrity refers to the ethical intent of the processes as well as to their explicit specifications.
- B. There will be active efforts to maximize the inclusion of qualified candidates appropriate to each search process, especially from those in protected classes.
- C. There will be ample opportunities for the expression and full consideration of faculty assessments.
- D. Within relevant legal constraints, there will be clear communication of information to the faculty about the searches.

- E. Decisions regarding internal or national searches for administrative positions will be made in relationship to fiscal, programmatic, and personnel factors and, in the case of Department Chairs, only after there has been full consultation with the faculty of the Department.
- F. Department Chair searches, for both internal and external candidates, will follow current College procedures as reviewed, modified if necessary, and endorsed by the Council of Chairs.

VIII. COLLEGE ADVANCEMENT COUNCIL

The Dean may form an advisory Advancement Council. The Council's primary purpose is to strengthen the communication and support relationships between the College and external communities.

IX. AMENDMENT PROCEDURES

This document may be amended by a two-thirds majority of eligible faculty who vote at a faculty meeting for which an amendment was a properly announced agenda item.

X. PRECEDENCE

Approved Department Codes as well as the University Code will take precedence over this College Code in all matters of apparent conflict.

APPENDIX TO THE COLLEGE OF LIBERAL ARTS CODE GUIDELINES FOR TENURE AND PROMOTION COLLEGE OF LIBERAL ARTS

This document informs departmental tenure and promotion committees, faculty members, and the Dean about guidelines used in the College of Liberal Arts for evaluating recommendations for tenure and promotion. The document continues to be subject to review and revision at the will of the College faculty. Any subsequent revisions to these guidelines must be approved by a regular vote of the College faculty.

While these guidelines make explicit general standards and expectations to guide the Dean in his/her responses to departmental recommendations for tenure and promotion, they also allow flexibility to individual departments in arriving at their more specific criteria. They seek to balance the important concern for equitable evaluation of faculty from the various departments with an equally important recognition of the appropriate expertise and prerogatives of each of those departments. A recommendation for tenure and promotion must originate with the faculty member's department, which shall present a documented case for its recommendation. The statements in this document are consistent with the policies and procedures of the University, as set forth in the current **ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL STAFF MANUAL**. Consistent with **University MANUAL**, The College of Liberal Arts values engaged scholarship in faculty hiring, evaluation, and promotion and tenure.

Each department will provide more detailed formulations of criteria for tenure and promotion than those contained in this College document or in the **University MANUAL**, Sections E.9 and E.10, including criteria addressing engaged scholarship. These formulations must be submitted to the College Dean for review and approval, and readily available to Department faculty. They must not be in conflict with the **University MANUAL**.

LIBERAL ARTS FACULTY COMMITTEE ON PROMOTION AND TENURE:

Membership. The Committee shall be composed of tenured faculty from each Department in the College. Each Departmental member shall be elected by secret ballot by the full time tenured and tenure-track faculty of the respective Departments. Current Department Chairs shall be ineligible for membership. Members will serve staggered three-year terms.

Committee Chair. The Chair of the Committee shall be elected by majority vote among its members. Any full-time faculty member in the College of Liberal Arts with the rank of Professor will be eligible to serve as Chair of the Committee. Sufficient release time and recognition shall be given the Chair by his/her Department Chair and the Dean of the College for service to the College.

Recusal of Members. Members of the Committee shall recuse themselves from any discussion or recommendation concerning applicants from their own Department(s).

ROLES AND RESPONSIBILITIES OF THE FACULTY COMMITTEE ON PROMOTION AND TENURE:

The Committee is in no way intended to relieve the Dean of the College of Liberal Arts of the Dean's responsibility for his or her decision or judgments in the tenure and promotion of College faculty. It is the intention of the College in establishing the existence and roles of the Committee that the Dean holds the sole responsibility for promotion and tenure decisions at the College level. It is the responsibility of the Committee to oversee the integrity and fairness of the Department's promotion and tenure processes and to ensure fair and equitable application of Departmental standards, practices, and/or procedures in every case. It is not the responsibility of the Committee to consider tenure and promotion applications de novo or for members to substitute their disciplinary knowledge and judgments of quality for those of the disciplines or Departments of the applicants.

In each instance of application for promotion and/or tenure, the Committee will receive the applicant's file as well as all correspondence, findings and recommendations concerning each case of promotion and/or tenure, including letters from candidates to the Committee. The Committee shall be able to request such information as is necessary to assess the fairness of the Departmental process. It shall consider whether departmental standards have been fairly and equitably applied. It will then issue a report to the Dean on the fairness and equity of the Department's application of its standards, practices, and procedures.

In any case wherein the Committee determines that a Department has not fairly or equitably implemented its standards, practices, and/or procedures for promotion and/or tenure, the Committee must report this in writing to the Dean. In such instances where the Dean disagrees with the Committee, the Dean must specifically respond in writing and explain the reasons for the Dean's disagreement. The Committee's comments and the Dean's response shall be sent to the relevant department chair and chair of the relevant department's tenure and promotion committee. If the Dean and the Chair of the Liberal Arts Faculty Committee on Promotion and Tenure agree that including the Committee's comments and Dean's response in the applicant's promotion/tenure file would help ensure fairness to the applicant, they shall be included.

The provisions herein referring to the purpose, role, and composition of the Liberal Arts Faculty Committee on Promotion and Tenure shall be effective at the beginning of the 2003-2004 academic year.

These guidelines pertain immediately to those who join the faculty of the College in Fall 2003 or later, and to all continuing College faculty beginning in Fall 2008.

TENURE-PROMOTION LINK: Assistant Professors recommended for tenure are recommended for promotion to Associate Professor as well.

Individuals recommended for tenure must, in the judgment of the department, be well-suited to enhance the development of the department. In particular, they should display expertise in areas compatible with current or anticipated programs in the department.

In the case of persons joining the faculty at the ranks of Associate or Full Professor but not given immediate tenure, the future decision about the granting of tenure shall be based on the guidelines for promotion to the rank occupied by those persons at the time of their recommendation for tenure, as well as on the additional considerations indicated above.

If a department requests tenure for a faculty member at the time of initial appointment, the recommendation must originate in writing with the hiring department's Promotion and Tenure Committee. Such recommendations must be reviewed by the chair, dean, and provost. As with all tenure decisions, the president of the university has final authority over the disposition of recommendations.

TIME IN RANK: An individual recommended for promotion to the rank of Associate Professor typically will have spent at least six years at the rank of Assistant Professor, and an individual recommended for promotion to the rank of Full Professor typically will have spent at least five years at the rank of Associate Professor. This does not preclude promotions after shorter periods of time in rank at the University, which can occur when service credit is specified in the offer letter for time spent in rank at another institution or in cases of exceptional records, when one-year-early promotions can be considered.

TEACHING: All candidates for tenure and promotion shall be assessed for their teaching effectiveness on the basis of a broad range of evaluative data. Such data might include (but need not be limited to) such things as peer evaluations based on classroom visits, submission of syllabi and other course materials prepared by the faculty member, student assessments, videotapes of classes in progress, introduction of new courses, innovative teaching techniques such as service learning, self-evaluations, exit interviews of majors, advising surveys, chairing or serving on graduate committees, attendance at teaching workshops, student demand for courses taught by the faculty person, indications of that person's being an unusually helpful advisor to students, receipt of teaching or advising awards, comments by alumni(ae), reports from colleagues who have attended lectures, and/or reviews of feedback on student papers.

Because teaching effectiveness is vital to the mission of the College, it will usually count as 50% of a faculty member's responsibility. It normally will weigh no less than thirty-five percent in evaluations for tenure and for promotion to all ranks.

With these provisos, the actual weighting for each department (or for particular individuals within the department) will be decided by that department.

RESEARCH/CREATIVITY: No promotion to Associate or Full Professor can be earned without substantial scholarly and/or creative achievement. Both the quality and number of publications, performances, and exhibitions that document scholarly and creative activity are important. Nevertheless, standards and criteria concerning quality of publications and/or creative work necessary for promotion and tenure shall be specified by each department. Similarly, each department shall specify its own standards concerning collaborative publication or creative work. All research and creative activity relevant to the faculty member's professional interests shall be evaluated as part of his/her record.

For promotion to Associate or Full Professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions. Promotion to Full Professor shall also ordinarily require, in addition to the conditions stated above, successful completion of a significant project or the establishment of a productive scholarly or creative program beyond the work used for earlier promotion(s). The expected outcomes of such projects and programs normally include the publication of an important book or of a set of substantial articles, or notable performance(s) or exhibition(s) of one's art works.

At least five external reviews of research and creative activity are required by the University. Departments will choose reviewers from a combination of names submitted by the candidate being reviewed and the Department's Promotion and Tenure Committee. Departments should strive to prevent conflicts of interest in selecting external reviewers.

Because scholarly research and creative production are central responsibilities of College faculty, accomplishments in this area normally will weigh no less than thirty-five percent in evaluations for tenure or promotion at all ranks (the actual weighting, within this guideline, to be determined by each department).

SERVICE: Professions, institutions, and communities depend on the activities of their members for sustained quality. Faculty members will make important contributions in many arenas. These may include, for example, appearances as speakers at national and international professional meetings, committee assignments, leading roles in professional organizations, developing scholarly or creative programs for the public, consulting with or speaking in K12 schools, conducting evaluative site visits at other institutions, advising governmental policy groups, and/or membership on task forces, grant review committees, foundation boards, and editorial boards. Evaluation groups should give particular attention to the variety of individual contributions (e.g., their spread over several of the following: department, College, University, community, and professional organizations or activities) and to the demands such responsibilities entail (e.g., going beyond membership on committees or societies, or attendance at professional meetings, and including serving as officer or organizer). Community service, to be counted as part of this area of faculty evaluation, must be professionally related to, or expressly use, professional skills and/or information.

Participation in the organizations of one's profession and service to the University, community, state, nation, or world are important obligations of College faculty. Assessments in this area shall ordinarily be weighted no less than ten percent of a faculty member's overall evaluation for tenure and promotion, the actual weight within this guideline to be determined by the department.

OTHER RESPONSIBILITIES: Faculty members with other responsibilities should be evaluated in a manner consistent with their job descriptions.

Percentage weightings in Teaching, Research and Creative Activity, and Service shall be consistent with the faculty member's effort distribution for the period of evaluation, regardless of minimum percentage weighting guidelines above.

Amended April 24, 2018