

(Rev. March 2017)

1. Organization of the College of Arts and Sciences

1.1 Faculty of Instruction

In accordance with the Drake University Academic Charter, the Faculty of Instruction shall include full-time personnel engaged in teaching and research having the rank of Instructor, Assistant Professor, Associate Professor or Professor in one of the departments in the College and not primarily engaged in administration. In the case of individuals with dual teaching appointments, at least one-half of their yearly regular semester teaching assignments must be in courses offered in the College of Arts and Sciences.

The Arts and Sciences Faculty handbook was revised (04/25/12) in order to include requirements for consecutive term faculty as part of the review process for reappointment and promotion.

The College wishes to affirm that consecutive term appointments are not intended to fulfill departmental needs that require the permanence of a full-time, tenure-track faculty member. They are meant to serve short-to-mid-term needs brought about by special circumstances, for example, hybrid teaching-staff positions, or the replacement of a tenured faculty member who has been called to serve in the administration, but who retains his or her place as a tenured member of a department, and who could return to that position.

The College grants Consecutive Term Faculty the same rights and responsibilities as it does tenure-track faculty, with rare exceptions, as described elsewhere in this Handbook. Such faculty are governed by the same Academic Charter and Faculty Manual. They vote in department, college, and university elections, serve on committees, and teach a course load equivalent to tenure-line faculty. In addition, they are eligible for the same travel support and grant consideration as tenure-track faculty as well as promotion. If they gain promotion and are otherwise eligible, they can apply for sabbatical. Like all fully credentialed faculty, they are also part of the salary pool and eligible for raises at the same scale as tenure track faculty. Thus, the only difference between tenure-track faculty and consecutive term faculty is that consecutive term faculty cannot be granted tenure, though the position may be converted to tenure-track with approval through appropriate channels.

Though the process of review is essentially the same for faculty in consecutive term positions as it is for those in the tenure-track, the College recognizes that the trajectory toward promotion might not be identical. The time required in rank for assistant and associate professors before eligibility for promotion is typically six years, including service in rank in another institution for which credit may be granted at the time of appointment at Drake. In unusual circumstances, exceptions to the six-year requirement may be permitted. A consecutive term faculty member may decide, for example, in consultation with the department, to come up for promotion to associate professor after six years, or may decide to delay the process, if appropriate.

1.1.1 Arts and Sciences Faculty Meetings

The Faculty of the College shall meet together at least once each academic year. The Dean may call other meetings on appropriate occasions, and is required to convene the faculty when petitioned by 15 percent of the full-time faculty of the College to do so. The Arts and Sciences Council may also call faculty meetings.

1.1.2 Powers

The Faculty of Instruction shall have the following powers:

- a. To establish and maintain the curriculum of the College.

- b. To establish and maintain the academic policies under which the College operates.
- c. To elect members of Arts and Sciences Council, Promotion and Tenure Committee and four members of the Faculty Cabinet.
- d. To review all Arts and Sciences Council actions. (A majority vote of the entire Faculty of Instruction membership is required to overturn a Council action.)
- e. To award all College of Arts and Sciences degrees. (Departments/divisions/schools have the responsibility for proposing requirements and certifying candidates for degree programs special to their area.)
- f. To approve all amendments to Section 1 of this document. (A majority vote of the entire Faculty of Instruction membership is required.)

1.1.3 Conflict of Interest

Faculty shall not exercise control over, nor participate in decisions specifically affecting, the employment conditions and activities (including recommendations or decisions affecting the appointment, retention, tenure, work assignments, evaluation, promotion, demotion, or salary) of a related person. "Related person" includes spouses, partners, and immediate family members.

Conflicts of interest other than those involving related persons can exist. If a faculty member finds him/herself in a potential conflict of interest, he/she should discuss the matter with his/her department chair or program director, dean, or provost in order to decide if recusal is appropriate.

When a conflict exists, one of these remedies will be employed:

- a. in the case of constituted College committees (e.g., Academic Integrity, Promotion and Tenure) the evaluating/supervising individual with the conflict will be replaced following usual College procedures.
- b. when a department chair or program director has a conflict of interest, the dean shall either conduct the review, or designate another faculty member to do so.
- c. when a dean has a conflict of interest, the provost shall either conduct the review or designate another faculty member to do so.

1.2 Division/School Structure

The College of Arts and Sciences is organized into the Division of Humanities (English, World Languages and Cultures, History and Philosophy/Religion), the Division of Natural Sciences (Biology, Chemistry, Mathematics/Computer Science, Physics, and Psychology), the Division of Social Sciences (Politics and International Relations), and the School of Fine Arts (Art, Music, and Theatre Arts). The Environmental Science and Policy Program and the Department for the Study of Culture & Society, and Law, Politics, and Society are interdisciplinary, with representatives in Natural Sciences, Social Sciences, and Humanities. The purpose of the divisional/school structure is to ensure representation of disciplinary areas in the governing bodies in the college.

1.3 Administrative Officers

1.3.1 Dean

1.3.11 Responsibilities

The Dean is the chief executive officer of the College of Arts and Sciences with ultimate responsibility for its academic and administrative affairs.

1.3.12 Selection

The appointment of the Dean is made by the President of the University as specified in Section XVIII of the Academic Charter of Drake University.

1.3.2 Other Administrative Officers

The Dean shall organize the administrative staff in accordance with the applicable sections of the University Bylaws, Academic Charter, and Faculty Manual. The Faculty Cabinet and Department Chairs must be consulted in the selection of Associate and Assistant Deans.

1.4 Arts and Sciences Council

1.4.1 Composition

The Arts and Sciences Council shall be constituted of 13 members as follows:

One Chairperson.

Six (6) members of the Arts and Sciences faculty elected at-large by vote of the full faculty.

Six (6) members of the Arts and Sciences faculty elected as representatives of and by the respective faculties of the School of Fine Arts, the Natural Science Division, and the Humanities and Social Sciences Division. Representation is as follows:

Humanities and Social Sciences Division 2 members

Natural Sciences Division 2 members

School of Fine Arts 2 members

Two (2) Arts and Sciences students (non-voting), one to be the Arts and Sciences representative to the Student Senate and the other to be the Fine Arts representative.

The Dean and an Associate/Assistant Dean shall serve as ex officio members of the Council. The Dean, in collaboration with an Associate/Assistant Dean, shall be responsible for recording annual revisions of the Faculty Handbook as necessitated by Council or faculty action.

1.4.2 Election and Terms of Members

Each of the elected members of the Council shall serve a two-year term. Terms shall be staggered, with half of the members elected each year. No faculty member shall be elected to consecutive terms on the Council. Eligibility for election recurs after a lapse of one year. Elections shall be held in the spring and the new Council shall assume its duties with the opening of the academic year in the fall. In the spring of each academic year, eligible College faculty and staff shall elect a Council Vice-Chair from among newly elected Council faculty members. The Vice-Chair shall become Council Chair at the start of the second academic year of his or her two-year term, and serve as the presiding officer.

Student members shall serve one-year terms; their selection shall occur at the beginning of each academic year.

In the event that a faculty member elected to the Council is unable to complete a term of office or misses three or more meetings in one academic year, the matter shall be referred to the Cabinet for a removal vote. The member shall be notified before such a vote is taken. If a Council member is removed or unable to serve, the person receiving the next highest number of votes in the relevant election shall serve for the remainder of the term if this election has been held within the preceding twelve months. Otherwise a special election shall be held to elect a replacement from the same constituency.

1.4.3 Presiding Officer, Member Responsibilities, and Meetings

Each academic year, the Chair shall call an initial meeting of the Council on the first Wednesday of September at 3:30 p.m. to review operational procedures and to orient new members to the responsibilities and powers of the Council.

The Council shall meet monthly during the academic year, with the option of scheduling more frequent meetings when necessary in order to discharge its responsibilities. The Chair of Council or the Dean may call special meetings. All meetings shall be open to all members of the university community. All Council members are encouraged to consult with their constituencies via office hours or email. Council members will be assigned to chair and/or serve on standing College committees.

1.4.4 Agenda and Minutes

The deadline for items to be presented to the Chair of Council for consideration for inclusion in the Council agenda is noon of the day one week prior to the meeting, and the deadline for mailing the agenda to members of the Council is five days prior to the meeting. A copy of the minutes of the previous meeting is to be enclosed with the agenda.

Copies of the agenda and allied documents shall be made available upon request in the Office of the Dean. Copies of the minutes shall be sent to the entire faculty or be made available on the web after they have been approved by the Council.

1.4.5 Powers

The Arts and Sciences Council is the chief legislative body within the College. It shall have the following powers:

- a. To establish and maintain policies for the College.
- b. To initiate University policies which shall be submitted to the Faculty Senate for consideration.
- c. To develop an annual agenda or charge for each of its standing committees during the first Council meeting of the academic year. Each standing committee shall be chaired by a member of Council and shall report to Council on a regular basis. At its spring organizational meeting, Council shall select standing committee chairs from among Council's new and continuing members.
- d. To enact academic regulations and requirements.
- e. To maintain the curriculum of the College and approve all changes.
- f. To approve, upon recommendation of the appropriate body, modification of the degree requirements for the various degrees.
- g. To establish standards and procedures to be observed by the Associate/Assistant Dean for making exceptions to degree requirements for individual candidates.

1.4.6 Amendments

Amendments to the regulations establishing this organizational structure of the Arts and Sciences Council (items 1.1 to 1.4.6) shall be initiated by either a two-thirds vote of the Arts and Sciences Council or by a petition from one-third of the faculty. Approval of the amendment shall require a majority vote of the Arts and Sciences faculty. All other amendments may be approved by a majority vote in the Council.

2. Arts and Sciences Committees

2.1 Faculty Cabinet

Committees in the College of Arts and Sciences shall be established according to the following procedures.

- a. Standing committees of the College of Arts and Sciences are established by the Arts and Sciences Council.
- b. Ad hoc committees may be established by the Arts and Sciences Council or the Faculty Cabinet, and the members shall be appointed by the establishing body.
- c. All standing and ad hoc committees of the College of Arts and Sciences shall provide an annual written report to the Council summarizing their activities.
- d. Every academic division and school in the College of Arts and Sciences must be represented on all committees, unless specified otherwise.
- e. No faculty member may serve on more than one Arts and Sciences standing committee at any given time, except for the Chair of the Arts and Sciences Council, who serves on the Faculty Cabinet. When conducting elections for the Promotion and Tenure Committee, all eligible members even if serving on other committees, shall be listed on the ballot. If a faculty member serving on some other standing committee is elected to the Promotion and Tenure Committee, they would be removed from that other standing committee.
- f. Ad hoc committees of the office of the Dean may be appointed by the Dean to aid in performing the administrative functions of that office.
- g. The Dean shall report to the Faculty Cabinet at its next regularly scheduled meeting the establishment of any ad hoc committee of the Office of the Dean.

2.1.1 Composition

The Faculty Cabinet shall consist of four faculty members, ordinarily elected for two-year staggered terms, one from each school or academic division, and the Chair of the Council, who shall be a voting member and Chair of the Cabinet. The Dean of the College is an ex officio non-voting member. No department chair may serve on the Faculty Cabinet (except that if a chair is elected to serve as Chair of the Council, he or she may serve), and no one may serve consecutive terms. The election of the Cabinet shall be held in the spring in accordance with Arts and Sciences election procedures. Full time faculty members are ineligible for election to Cabinet prior to their third year review. The Cabinet chair shall present reports of the Cabinet to the Council.

2.1.2 Election

The members are elected by the College faculty for two-year terms, two being elected each year; one member from each school or academic division shall be elected by the College faculty. The election of the committee shall be held in the spring in accordance with Arts and Sciences election procedures. The Chair of the Council and Cabinet is elected by the Council (see 1.4.3).

2.1.3 Responsibilities

The Cabinet shall:

- a. Advise and consult with the Dean on such other matters as the Dean or the Cabinet shall request.
- b. Present recommendations to the Dean and to department chairs, for the purpose of ensuring the maintenance of high academic standards:
 - 1) timely introduction of new programs;
 - 2) action subsequent to program reviews;
 - 3) consolidation, reduction, or modification of existing programs and structures;
 - 4) reallocation of resources within the College;
 - 5) termination of programs which are no longer justifiable for the College.
- c. Appoint its own ad hoc committees to assist with especially burdensome assignments. A Faculty Cabinet member shall chair any such committee.
- d. Designate members to serve as liaison with all standing and ad hoc committees of the College.
- e. Designate a member to confer with the associate dean on particularly difficult decisions involving such things as waiver of the requirement that the last 30 hours must be taken at Drake. Consultation with advisors and other appropriate parties will typically precede the discussion between the Cabinet liaison and the Associate Dean.
- f. Advise the Dean on curricular and academic issues arising during the summer. Note: All available members comprise the Cabinet during the summer.

2.1.4 Organization and Operations

- a. The Committee must be provided with information, on a confidential basis if necessary, that it considers necessary to assist in the review process, including gross salary and budget information.
- b. The Committee must make every effort to ensure that all parties to a review-such as departments, interdisciplinary programs, the Curriculum Committee, and students-be given an opportunity to present information in support of cases they wish to make.
- c. In considering discontinuance of a program, the Faculty Cabinet must act in accord with Article 10, Section A of the Drake University Academic Charter.

The decision to discontinue a college, school, program, or department of instruction will be based solely upon educational considerations as determined by the faculty, administration and governing board of the University. "Educational considerations" do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the institution will be enhanced by the discontinuance. Degree programs may be terminated by the concurrent agreement of the faculty concerned, the President of the University and the Board of Governors or by the concurrent agreement of the Faculty Senate, the President of the University and the Board of Governors.

A program is defined as any curricular activity which has a significant degree of identity and which has traditionally been recognized as a unit within the College or a department of the College.

- d. Cabinet must keep a formal record of its proceedings, with redaction for confidentiality when needed.
- e. Each month the Faculty Cabinet shall report its actions to the Arts and Sciences Council. All actions and recommendations involving College policy must be approved by the Council. All Cabinet members are encouraged to attend monthly Council meetings.

2.2 Academic Integrity Committee

This committee is charged with these responsibilities: a) proposing to the Council policies and procedures for dealing with problems of plagiarism, cheating, and other forms of academic dishonesty and ensuring that these policies and procedures are consistent with University policies and procedures; b) implementing College and University policies and procedures for dealing with plagiarism, cheating, and other forms of academic dishonesty; and c) reviewing appeals of academic evaluations associated with plagiarism, cheating, and other forms of academic dishonesty. The committee shall also be charged with; d) reviewing appeals in which a student charges a faculty member with capricious or arbitrary grading practices which constitute an abuse of professorial discretion.

Membership shall include one tenured faculty member from each division and school in the College, nominated by the Faculty Cabinet and appointed by the Council. Faculty members will be appointed to staggered two-year terms. In addition, there will be one student representing each division and school, nominated by the Arts and Sciences representatives to the Student Senate and appointed by the Council; the Faculty Cabinet shall designate the Chair. The Faculty Cabinet shall be authorized to determine if conflicts of interest exist as cases arise (e.g., a member may not serve in instances involving appeals concerning the actions of faculty members in his or her department) and to appoint an alternate for the member excused from service. The appointment shall be made from a roster of alternates nominated by the Cabinet and appointed by the Council at the same time that the standing members of the Committee are nominated and appointed.

When the committee engages in fact-finding under responsibility "c" (above), the faculty member serving in the division or school in which the case under consideration is lodged shall be disqualified from participating; the committee shall then consist of four students and three faculty members. When the committee discharges its responsibility under "d," the student member pursuing a major in the division or school in which the case under consideration is lodged shall be disqualified from participating; the committee shall then consist of four faculty members and three students.

(Procedures for dealing with appeals of academic evaluations are in section 4.6.)

2.3 Curriculum Committee

2.3.1 Responsibilities

This committee is charged with the following responsibility:

to evaluate in light of the educational goals of the College of Arts and Sciences proposals for course changes, deletions and modifications presented by departments and programs, and make recommendations to the Arts and Sciences Council on these proposals. Committee reports and recommendations must be presented to the council by the Chair of the Committee.

2.3.2 Membership

The Curriculum Committee consists of one representative from each division and school in the College, each appointed for a 3-year term. Appointments are staggered such that one new member is appointed each year. Members are appointed by the Arts and Science Council upon the recommendation of the Faculty Cabinet. The Council, at its spring organizational meeting, shall designate the Chair from among new and continuing Council members.

2.4 Diversity Committee

2.4.1 Responsibilities

The Diversity Committee is a standing committee of the College of Arts and Sciences, effective fall, 2005. The Diversity committee will meet monthly during the academic year. Its tasks include:

- a. Reviewing progress toward increasing diversity in the college, including conducting audits on the status of diversity within the College on a regular basis;
- b. Proposing initiatives designed to promote diversity in the College as a whole or units within the College;
- c. Recommending specific goals and strategies for the recruitment and retention of diverse faculty, staff, and students; as well as on developing best practices in College business operations.
- d. Coordinating diversity initiatives and research on diversity with the University Diversity Committee;
- e. Overseeing monies budgeted toward College diversity efforts such as faculty development seminars;
- f. Monitoring efforts toward increasing diversity in higher education generally for how such efforts might be applied within the college;
- g. Providing advice to the College on strategic planning on diversity issues and generally serving as a resource for the College, and for the University when appropriate, on issues of diversity.

2.4.2 Membership

The Committee will consist of five faculty members, one from each of the three divisions (Fine Arts, Natural Sciences, and Humanities and Social Sciences) and two at-large; two Arts and Sciences staff members; two Arts and Sciences students; and the Dean of the College (ex-officio). The term of service is two years and terms are staggered. The Chair of the Committee is selected from among new and continuing Council members at Council's spring organizational meeting and also will serve as one of the College's members on the University Diversity Committee when applicable.

2.4.3 Selection

Committee members shall be nominated by the Faculty Cabinet and appointed by the Arts and Sciences Council. Staff members will be appointed by the Dean in consultation with the Committee. Student members will be appointed by the Dean on recommendation of the Arts and Sciences and Fine Arts Student Senators.

2.5 Arts and Sciences Promotion and Tenure Committee

A description of the Promotion and Tenure Committee's responsibilities may be found in 3.1.64.

2.5.1 Membership

The Arts and Sciences Promotion and Tenure Committee is made up of six tenured faculty holding the rank of professor or associate professor; at least three members shall be at the rank of professor, and the associate professors must have been at that rank for at least four years by the time of their service on the committee begins, and at Drake for at least six years. Department chairs may not serve on the Promotion and Tenure Committee. Faculty members who commit to presenting their case for promotion are ineligible to serve on the Committee. Only one faculty member from a single department and only two

faculty members from a single division or school may serve at any one time on the Promotion and Tenure Committee.

2.5.2 Elections

Members are elected for two-year terms. Each of the three academic units -- the combined divisions of Humanities and Social Sciences, Natural Sciences, and the School of Fine Arts -- is represented by two faculty members each. All committee members are elected by the whole faculty. After serving one two-year term, a faculty member may be re-elected to the Committee only after the lapse of one year.

It shall be required that for all elections to the Promotion and Tenure Committee, the names of at least two persons eligible to be elected to a given position on the Committee shall appear on the ballot. To satisfy this requirement, the Faculty Cabinet is authorized to waive the requirement that a faculty member "may be re-elected to the Committee only after the lapse of one year," allowing for the election to a one-year term of a person whose two-year term has expired.

The election of Promotion and Tenure Committee members is held each spring in accordance with the College's election procedures. At its organizational meeting in the subsequent fall, convened by the Dean of the College, a faculty member shall be elected by the Committee to chair the Promotion and Tenure Committee for that academic year.

2.6 Technology Planning Committee

2.6.1 Responsibilities

The Arts and Sciences Technology Committee serves in an advisory capacity to the Dean of the College of Arts and Sciences on issues related to technology planning and implementation in the College. The Committee is responsible for working with the Dean to establish and annually update a technology plan that sets forth general goals for technology development and support in the College. The Committee provides advice to the Dean concerning implementation of the plan and allocation of computers and other technology equipment. The committee will hold regular meetings with the Chief Information Technology Officer to discuss: new or improved policies regarding technology, the progress of projects by the Drake Technology Services staff, and plans for technology expenditures. The goal of the committee is to advise on technology resources and expenditures, and also to improve the relationship and communication between DTS and faculty and staff.

2.6.2 Membership

The Technology Committee consists of three faculty members, each appointed for a three-year term. One member each is from the School of Fine Arts, the Natural Sciences division, and the Humanities and Social Sciences division. Appointments are staggered such that one new member is appointed each year. The Chair of the Committee is selected from among new and continuing Council members at Council's spring organizational meeting. The Dean, or his or her designee, serves *ex officio*. The Educational Technologist also serves *ex officio*. The members are appointed using the standard procedures for appointment of standing committees.

2.6.3 Student Technology Fees Allocations

The criteria for expenditure of funds as established in the Provost's Guidelines state: "All expenditures must enhance or maintain the fundamental core business of the University, student learning. Accordingly, all expenditures must be approved by the Provost and/or the Deans' Council. Each College and the University Library will submit an annual program plan indicating how expenditures will be directed."

Criteria for Evaluation of Proposals shall include, but not be limited to:

- Any funded proposal must demonstrate clearly how it will enhance teaching and learning.
- Projects that will provide for the needs of large numbers of students will be viewed favorably.
- High priority will be accorded to projects that seek to maintain and/or upgrade technology that already has been implemented in the College.
- Collaborative projects involving more than one program will be view favorably.
- To the extent appropriate, the committee will address needs in a balanced way across the College.

2.6.31 Proposal Timelines and Procedures

Each semester the Dean will issue a call for proposals for Student Technology Funds. The dates and specifications for proposals are outlines in the Arts and Sciences Administrative Procedures Handbook: Part I. All proposals submitted to the Technology Committee must be approved by the Department or Program chair.

3. Faculty

3.1 Tenure and Promotion

3.1.1 Eligibility for Review

3.1.11 Tenure To be eligible for tenure, one must hold a full-time appointment as a member of the faculty of instruction. The total period of full-time service prior to acquiring continuous tenure may not exceed seven years, including an allowance of up to three years of credit for previous full-time service with the rank of instructor or higher in university-level appointments in other institutions. The amount of credit for previous service must be established at the time of initial appointment. Four years of service at Drake is required prior to granting tenure, except with the special approval of the Board of Trustees. University policies on conditions of tenure as stated in the Bylaws of the University, the Academic Charter, and the Faculty Manual are applicable in the College.

3.1.12 Promotion A faculty member appointed at the rank of instructor, pending completion of an advanced degree, may be promoted to the rank of assistant professor when the dean receives official notice that all requirements of the degree have been satisfied. The time required in rank for assistant and associate professors before eligibility for promotion is typically six years, including service in rank in another institution for which credit is granted at the time of appointment at Drake. In unusual circumstances, exceptions to the six-year requirement may be permitted.

3.1.2 General Guidelines

3.1.21 All evaluation procedures and practices must comply with the established equal employment policy of the university and with the university bylaws, academic charter, and faculty manual. The term “department” in this handbook also refers to programs that have their own chair or director.

3.1.22 At the beginning of the academic year, the Dean of the College, in consultation with the Provost and Department Chairs, shall conduct a detailed assessment of all positions occupied by probationary and consecutive term faculty to determine their long-term place in the University's programs and plans, taking into account the educational needs and resources of the University. Upon completion of this review, the Dean shall notify Department Chairs of a) the names and

appointment dates of untenured faculty, specifically identifying those eligible for consideration for tenure; b) the names of those untenured faculty for whom tenure consideration is mandatory in that academic year; and c) the names of those faculty holding positions subject to discontinuance for administrative reasons. The Dean shall also provide Department Chairs with the names of tenured, probationary, and consecutive term faculty members whose years of service in rank qualify them for consideration for promotion.

3.1.23 To ensure a fair and impartial review, the faculty member under review must be informed of the procedures to be followed and the criteria to be applied in the review process and have access to all materials considered by the departmental and college committees, except in instances where access to external letters of review is waived (see 3.1.62). The evaluation criteria shall be teaching, scholarship, and service, unless different criteria are approved in writing by the dean of the college and contained in the letter of appointment.

3.1.24 All individuals involved in the review process must be informed of the procedures applicable at each stage of the review and the performance criteria used to evaluate the candidate. Annual notification of the URL of this Handbook to all faculty shall be regarded as satisfying this requirement, provided that these individuals are also given copies of the department statements of criteria and procedures for faculty evaluations specified in the concluding paragraphs of 3.1.31, 3.1.32, and 3.1.33.

3.1.25 Evaluation of a candidate for tenure and/or promotion shall take into account the evolution of the candidate's responsibilities as reflected in the assignments made and accepted and in initiatives undertaken by the candidate to accomplish the objectives stated in the criteria outlined below from the date of initial appointment to the time of consideration for tenure and/or promotion. These assignments and initiatives should be reflected in the annual evaluations in the candidate's personnel file.

3.1.26 Candidates are responsible for knowing the Criteria for Review of Faculty Performance (see 3.1.3 below) and for presenting a record of achievement in teaching, scholarship/creative activity, and service within the guidelines of these criteria. Any exceptions to or exemptions from the criteria and standards shall be recorded in writing.

3.1.27 THE URL ADDRESS OF the [Guidelines for Preparing Credentials for Tenure and/or Promotion Review](#) (addendum to the faculty handbook) shall be disseminated to all new tenure-track faculty in the college, and shall serve as a guide for preparation of credentials for promotion and/or tenure review.

The *Guidelines for Preparing Credentials for Tenure and/or Promotion Review* must be consistent with the policies on promotion and tenure as stated in section 3.1 of this handbook. Should any inconsistencies appear, section 3.1 of the handbook shall prevail. The *Guidelines* are to be reviewed by the promotion and tenure committee at the conclusion of its deliberations each academic year, and any changes they may deem appropriate are to be submitted to the Arts and Sciences Council. Any change in the *Guidelines* must be approved by the Arts and Sciences Council.

[Note: Initial *Guidelines for Preparing Credentials for Tenure and/or Promotion Review* were approved by the Council on February 12, 1992. Consistent with 3.1.27, proposed revisions were approved on April 7, 1993, and the revised copy was given to new tenure-track faculty, faculty to be reviewed in 1993-94, and department chairs. No revisions were proposed between 1994-95

and 2000-01. In 2000-01, the A&S Council approved advising as an area to be evaluated for tenure and promotion. In 2001-02, guidelines for evaluation of advising were added to the *Guidelines*. Revision to the *Guidelines* deleting the section on advising were initially approved by Council in December 2008 and by the general faculty in February 2009.]

3.1.28 Annual review of probationary (i.e. tenure-track) and consecutive term faculty leading to recommendations for reappointment or non-reappointment requires the participation of all tenured faculty in the department, allowing those who are on sabbatical or other leaves of absence and those in their final year before retirement to be excused. The evaluative memorandum presenting the recommendation to the Dean shall record who participated in making the recommendation, and the recommendation shall be signed by all tenured faculty (except those excused by the provision in this paragraph). First year faculty members who will not be recommended for reappointment for the subsequent year are to be so notified, by AAUP standards, as early in the academic year as possible, and not later than March 1. Recommendations concerning first-year faculty must therefore reach the Dean no later than February 15 to allow time for consultation and counseling. AAUP guidelines provide for early notification (December 15) of second-year faculty members in cases of non-reappointment for the subsequent year. Accordingly, recommendations regarding reappointment or non-reappointment of persons in each department must be made by the department, in accordance with established procedures, and submitted to the Dean no later than November 15, again, to allow time for consultation and counseling. Recommendations concerning the reappointment of third-, fourth-, and fifth-year faculty members must be submitted by February 15. Recommendations affecting third-year faculty are regarded as particularly critical. Persons for whom the eventual attainment of tenure and/or promotion is regarded as at all problematical should not be recommended for reappointment at any stage, but particularly not at this time. Persons not recommended for reappointment in the tenure-track will be given a terminal appointment for the subsequent year. Recommendations concerning candidates for tenure in the year of mandatory review are due in the Dean's office October 1. This means that department review processes must be completed by this time. In the evaluation leading to the recommendation at every stage, chairs and departments address both the strengths and the weaknesses of the faculty member in the areas of teaching, scholarship/creative activity, and service. The evaluation must reflect the agreed-upon standards of the department as well as those specified in this handbook. Questions that the recommendation is likely to raise should be the subject of a discussion between the department chair and the Dean at least several weeks before the recommendation is formally submitted. A conference between the Dean and the department chair about recommendations regarding reappointment or non-reappointment is desirable in all instances.

3.1.3 Criteria for the Review of Faculty Performance

Commitment to excellence and demonstrated effectiveness in teaching is the most important consideration in the granting of tenure and/or promotion. A record of quality scholarship/creative activity that is subject to external review is required. A strong service record, including advising, service to the university, to one's profession, to students and/or the community is also important. Deficiencies in teaching cannot be offset by accomplishments in other areas. See also 4.7 in this handbook.

3.1.31 Teaching

Excellent teaching as defined for purposes of tenure and/or promotion encompasses three broad dimensions:

a. Expertise in the discipline or interdisciplinary areas and mastery of the subject matter one teaches;

b. Ability to define instructional objectives, organize materials and activities for the accomplishment of these objectives, and evaluate student achievement;

c. Ability to present materials clearly; conduct classroom, laboratory, studio, or tutorial activities purposefully; engage students' minds and motivate them to perform to the best of their ability; and develop students' skills consistent with course objectives.

In addition, teaching includes:

d. Mentoring, which encompasses activities similar to apprenticeship-preparation for entry into a profession or career. Mentoring activities typically occur outside the classroom and may include assisting students on choosing graduate or professional schools; preparing letters of recommendation for graduate scholarships, graduate studies, or employment; discussing career options; directing independent studies and undergraduate research, and assisting students in identifying and obtaining internships and/or professional experiences.

e. The development of models, equipment, inventions, computer-based instructional materials, or audiovisual materials that further the teaching of a discipline;

f. Other activities the candidate's department identifies and justifies as meriting consideration as directly related to teaching performance, such as developing service learning or study abroad experiences. The department is expected to recognize teaching done in interdisciplinary areas and to consult with the director of applicable programs in conducting the evaluation.

Within these guidelines, each Department must develop its own practices to assess instructional skills and accomplishments as they apply to excellence in teaching in its disciplines, and each Department may develop a statement that delineates any special or unique standards of teaching effectiveness and performance in its disciplines. The assessment practices and the statement of special or unique standards must be approved by the Dean of the College. Departments are expected to incorporate into their statements their procedures for taking into account work of an interdisciplinary nature. All members of the Department must be apprised of the Department's assessment practices and its additional statement, if one exists, on special or unique standards for the Department. Special or unique standards within the established criteria shall not be changed by the Department or the Dean without notice to the faculty member; the faculty member must be given an opportunity to demonstrate the ability to perform within these standards.

3.1.32 Scholarship/Creative Activity

Scholarship and creative activity are demonstrated in activities that show one's mind at work and one's skills in practice in one's discipline or artistic field. Often these activities not only advance knowledge, they also contribute to high quality teaching. Although the definition of what constitutes scholarship and creative activity varies with individual disciplines and artistic fields, the college asserts their importance in the evaluation of candidates for tenure and/or promotion.

Scholarship and creative activity may be demonstrated in a variety of ways, including but not limited to those enumerated below. Faculty members are expected to present the results of their

scholarly work or to perform or exhibit their artistic work, using means that subject them to critical review of the individual's initiative, contribution, and effort by peers within and beyond Drake University. An idea, product, or performance which cannot be subjected to some form of critical examination by peers is not scholarship or creative activity as here defined. In the case of joint, cooperative, or collaborative efforts in the above items, the nature and extent of the candidate's involvement in them must be described.

Evaluation of scholarship or creative performance is based principally on these elements:

a. Publications, such as books, articles in refereed journals, chapters in books, monographs, and scientific reports;

b. Artistic activities that are subject to critical evaluation, where practicable, including musical recitals and/or concert performances, publication or performance of original musical compositions, exhibitions of art work in individual or group displays, involvement in creative aspects of theatrical productions (i.e., stage/costume/lighting design, direction or choreography, acting or play writing), public readings of one's own creative work in prose and/or poetry, or other appropriate evidences of artistic activity.

In addition, scholarship/creative activity may include:

- Grant proposals funded (or approved for funding, pending availability of funds, or if not funded, judged to be of superior merit) through competitive processes involving peer review;
- Participation in professional meetings and conferences: principally, presenting scholarly papers or posters, but also serving as a discussant, organizing a session, participating in a workshop, or being a panel member;
- On-campus scholarly activities such as lectures;
- Editorial work, such as editing professional journals and refereeing papers for journals; commissioned book reviews;
- The development of computer-based instructional materials that are published or otherwise evaluated and distributed by appropriate organizations and groups;
- A program of research designed to broaden or improve course offerings or to evaluate the effectiveness of pedagogical strategies.

The department and the candidate may present other activities for consideration such as unpublished research—papers or manuscripts that have not been published or presented in a public forum but are in process, existing at a stage where critical review by peers from off-campus is feasible; printed material, judged by peers to demonstrate scholarship, prepared for classroom use; awards and citations for excellence or for contributions in a discipline. The obligation to demonstrate that an activity cited merits consideration as scholarship or creative performance rests with the candidate and the department.

Since the recognition of scholarship varies among departments and disciplines, each department must develop its own practices to assess scholarly and artistic achievement as they apply to its disciplines, and each department may develop a statement that delineates any special or unique standards of scholarly or artistic achievement in its disciplines. The assessment practices and the statement of special or unique standards (which may be elaborations on or extensions of items a) and b) and those that follow, but in every instance they must be consistent with these items) must be approved by the dean of the college. Departments are expected to incorporate into their statements their procedures for taking into account work of an interdisciplinary nature. All members of the department must be apprised of the department's assessment practices and its additional statement, if one exists, on special or unique standards for the department.

3.1.33 Service

Service includes constructive involvement in the matters enumerated in items a) to k), below. Evaluation of service to students, the university, the community, and the profession is based on such things as:

- a. Advising, by encouraging a relationship between professor and advisee to facilitate the student's adjustment to and development within the academic environment. Academic advising activities typically occur outside the classroom and may include: working with open program students and departmental majors and referring them appropriately to sources of specialized help on such matters as financial aid and personal problems; assisting in the orientation of new students; helping students to prepare academically for semester- or year-long international programs; advising student organizations; and assisting in the recruitment and placement of students.
- b. Serving on department, college, and university committees in governing the college and the university, formulating academic policies, and conducting university affairs;
- c. Promoting collegiality and the aims of the university through participation in university activities;
- d. Leading or participating in the operation of interdisciplinary programs (in addition to teaching and scholarship, provided for above);
- e. Contributing professional expertise to community affairs through such things as lecturing to groups or organizations;
- f. Serving as a representative of the department, college or university by designation of the President, the Provost, or the dean of the college;
- g. Serving on local, state, or national boards, commissions, or advisory groups and providing leadership relating to one's discipline; or serving a professional association as officer, board member, or committee member;
- h. Providing professional or expert advice on subjects in one's discipline to media organizations;
- i. Writing newspaper articles, opinion columns, and other non-refereed pieces;
- j. Editing professional newsletters;
- k. Consulting professionally, paid or unpaid.

Each department must develop its own practices to assess university and community service as it applies in the department, and each department may develop a statement that delineates any special or unique standards of service in its disciplines. The assessment practices and the statement of special or unique standards (which may be elaborations on or extensions of items a) to j), but in every instance they must be consistent with these items) must be approved by the dean of the college. Departments are expected to incorporate into their statements their procedures for taking into account work of an interdisciplinary nature. All members of the department must

be apprised of the department's assessment practices and its additional statement, if one exists, on special or unique standards for the department.

3.1.4 Review Procedure

Upon notification by the Dean regarding eligibility for tenure and promotion (see 3.1.22 above) the Department Chair shall notify each faculty member in his or her department who is to be reviewed for tenure and who is eligible for promotion. Each faculty member requesting review must notify the Chair by the date named by the Dean.

3.1.5 Review Committees

3.1.51 Department Review Committee

All available tenured members of a department/program shall constitute the review committee of candidates for tenure. Departments/programs with two or fewer tenured faculty members shall add tenured faculty members from outside the department so that the review committee shall have at least three members. In the case of review for promotion, the department shall determine who serves as a review group. See section 3.1.63.

3.1.52 Arts and Sciences Promotion and Tenure Committee [See section 2.5](#)

3.1.6 Operational Procedure

Candidates for tenure will be considered under the departmental and College criteria in place at the time of their initial appointment. In cases where the criteria have been revised since their appointment, candidates who would like to be considered under the new criteria must notify the Dean and their department chair prior to submitting their credentials for review.

3.1.61 Faculty Credentials

A faculty member being reviewed for tenure and/or promotion shall prepare a set of credentials which shall normally include a self-reflective statement in which the candidate discusses her/his record and indicates plans for future development, supported by evidence including:

- a) A current *vitae*. The *vitae* should list the candidate's educational attainments and professional positions held, giving status and rank as appropriate. It should also present the record of achievement of the candidate in teaching, scholarship and creative activity, and service. (See 3.1.3 above for the appropriate sub-categories in which this record might be presented.)
- b) Student evaluations for every course taught, including summer and J-term, and all reports prepared by peer observers.
- c) Attachments showing evidence of scholarship or creative work appropriate to the faculty member's discipline or interdisciplinary areas. These may include products of the faculty member's work and any critiques or evaluations provided by reviewers of that scholarly work or creative activity (for example, book reviews, critiques by article reviewers, observer reports, etc.).
- d) Attachments showing evidence of effectiveness in service to students, the university, one's profession, and the community.

- e) Attachments showing evidence of effectiveness in advising and mentoring.
- f) Letters of support or recommendation, which will be attached to the candidate's application file or sent directly to the department chair for inclusion with the candidate's credentials.
- g) All other evidence the candidate wishes to submit with respect to his or her achievements concerning the established criteria.

3.1.62 Departmental Review

A faculty member being reviewed for tenure and/or promotion shall submit a set of credentials to the department chair in accordance with the time schedule established by the dean and shall be invited to appear before the review committee. The department chair shall provide the candidate's credentials to the departmental review committee and shall convene that committee to discuss those credentials. The criteria to be used for review are outlined in 3.1.31, 3.1.32, and 3.1.33 (above) and are supplemented by the department's own statements on practices and standards. In its deliberations, the department must consider evaluations of teaching performance by students, peers and department chairs (see 4.7 below) and it shall take into account the candidate's work of an interdisciplinary nature. In the case of scholarship/creative activity, a department will seek reviews from persons outside the university who are in a position to speak about the significance and promise of the candidate's work and whose professional and personal relationship with the candidate is such that the external reviewer can be expected and assumed to provide an objective review of the candidate's work. Letters must not be solicited from those who served as dissertation direct or major advisor for post-doctoral research. In addition, a candidate for tenure or promotion must submit, along with his/her application for tenure or promotion, a statement in which the candidate briefly explains and discloses his/her personal and/or professional relationship with each prospective reviewer. Persons solicited for these reviews of scholarly/creative work should be provided with the necessary materials and the time to complete such reviews before the college review committee begins its consideration of the candidates. All persons so solicited should be made aware that the candidate may see these letters when they are included in the file, unless he or she has waived the right to see them. For more detail on procedures for collecting such reviews, see the Guidelines for Preparing Materials for Tenure and/or Promotion Review, III.B.2, Outside Letters of Evaluation.

In the event of a positive recommendation by the department, all documentation, including the external review letters, together with the recommendation, shall be forwarded to the Arts and Sciences Promotion and Tenure Committee. In support of the recommendation, the department may submit evaluations provided by other departments in the same division or school.

In the event of a negative recommendation, the chair of the departmental review committee shall write to the faculty member stating the committee's reasons. Upon the request of the faculty member, the departmental review committee shall reconsider its recommendation and the faculty member shall appear before the committee to provide his or her perspective on the judgment the committee reached. The faculty member should submit an appeal within fifteen working days of the departmental review committee's negative recommendation, and the departmental review committee should make a decision on this appeal within fifteen working days of receipt of the appeal. Should the negative recommendation of the department stand, the faculty member may submit his or her credentials to the Arts and Sciences Promotion and Tenure Committee for review. Such an appeal of the departmental review committee's recommendation must be made before the promotion and tenure committee completes its deliberations on the recommendations before it, which is typically December 10 or earlier. In the event of an appeal, the department shall submit to the promotion and tenure committee a detailed account of its proceedings, including a tally of the vote, and a statement of its reasons for the negative decision.

3.1.63 Promotion to the Rank of Professor

In general the promotion and tenure committee and dean of the college follow the criteria in section 3.1.3 and the same procedures as noted above in evaluating a candidate for promotion from associate professor to professor. More specifically and to reiterate,

a) To merit promotion to professor a candidate shall have demonstrated ongoing development in each of the categories of evaluation, namely:

- 1) A commitment to and systematic evidence of excellent and effective teaching;
- 2) A record of quality scholarship/creative activity that has been subjected to external review by academic/creative peers;
- 3) Service to the university, one's profession, students and/or the community supported by detailed evidence of the quality of this work.

b) A candidate for promotion to full professor must present a statement of self-reflection with supporting evidence of achievement in each category as described in the guidelines since the date of promotion to associate professor using the same outline of required materials as stated above. The candidate will notify the department/program chair of intent to seek promotion by October 1 of the year before submitting materials to the department and promotion and tenure committee. The department should constitute an evaluation committee, at least three of whom must be at the rank of professor, drawing such faculty from outside the department and from a related field if necessary. The committee should arrange to carry out observations of classroom teaching, as well as review student evaluation forms for all courses taught in each of the two semesters prior to consideration for promotion, in addition to other observations that may have been conducted (See 4.8.1b). If the department/program has accumulated systematic data on teaching effectiveness equal to these requirements, that may be used by the committee in their evaluation and sent on to the college committee. The department/program must provide evaluative letters from at least three academic/creative peers outside the university who are in a position to speak about the significance of the candidate's scholarship or creative activity and who hold an academic or professional rank equal to that to which the candidate aspires. These external reviewers should not be close acquaintances or direct collaborators of the candidate.

3.1.64 Arts and Sciences Committee on Promotion and Tenure

The dean of the college shall call the initial meeting of the Arts and Sciences Committee on Promotion and Tenure to elect a committee chair, to review operational procedures, and to outline the committee's workload. In addition to providing the committee with the materials presented by the candidates for tenure, the dean shall give the committee a complete set of the Professional Activities Records and Evaluations and recommendations for reappointment during the candidates' tenure-track years. For candidates for promotion, the dean shall give the committee the Professional Activities Records and Evaluations for the previous five years. The dean shall be present as an observer at the subsequent meetings of the committee.

The promotion and tenure committee shall maintain minutes of its proceedings, showing all motions, recording all votes (which are registered by secret ballot), and noting the principal areas discussed regarding each candidacy. Verbatim minutes are not required. The committee shall request that the department chair and/or the chair of the departmental review committee appear before it to provide additional information and answer questions concerning the credentials and performance of the candidate under review. Committee members who have participated in annual, formal evaluations of a candidate who is before the committee shall absent themselves from discussion and debate when that candidate is under consideration and shall not participate

in those discussions in any way, including the final vote. Associate professors may not serve on the committee during the year they apply for promotion.

After reviewing the recommendations and credentials of the faculty member and other materials relevant to the decision, all eligible members of the promotion and tenure committee shall vote to recommend or not recommend the candidate for promotion and/or tenure. The chair of the promotion and tenure committee is a participating, voting member. A tie vote is a negative recommendation.

For each candidate for tenure and/or promotion, the promotion and tenure committee shall prepare the recommendation for the committee. The recommendation should be accompanied by an explicit rationale for it. The recommendation and the accompanying rationale shall be sent to the dean. The same statement, minus the numerical vote on the committee's decision, shall be sent to the candidate. This statement must be placed in the mail to the candidate or made available to her or him on campus within four working days of the time it is delivered to the dean. Normally the dean will meet with the candidate and convey the letter in person. If the statement is sent electronically, a hard copy must also be mailed. The faculty member may respond to the statement. Such a response should be sent to the dean within two weeks of receipt of the committee's statement during the regular term. If a response is submitted, it becomes part of the official tenure and/or promotion materials and must be included in the dean's considerations and submitted with the other materials accompanying the dean's recommendations to the provost.

The dean, upon receiving the recommendations from the committee, shall consider them in the light of her or his own review of each candidate's credentials and record of performance. The dean may be given an opportunity to question the committee concerning its recommendations, after they have been presented, in order to gain information to be used in forming her or his independent judgment on the strengths of the candidates.

In cases of tenure and promotion, the dean shall submit to the provost on the established date his or her recommendations for action along with a copy of the promotion and tenure committee's recommendations, giving the reasons for these recommendations and noting explicitly whether his or her recommendations concur with or differ from the recommendations of the promotion and tenure committee. The dean shall also invite the provost to meet with the promotion and tenure committee to discuss any recommendations about which the provost may have questions. In cases of promotion only, the dean shall forward to the provost his or her recommendations for promotion, together with the promotion and tenure committee's recommendation. The cases of candidates who are not recommended for promotion by both the promotion and tenure committee and the dean are not reviewed by the provost. Those candidates are eligible to re-apply for promotion the next academic year, or any year thereafter.

When the university acts formally upon the recommendation, the provost shall notify the candidates in writing of the actions and the reasons for them.

If a candidate wishes to appeal the university's decision, he or she shall use the university-wide appeals process.

3.2 Sabbatical Leaves

Sabbatical leaves are awarded in accordance with University policy, with these additional provisions:

3.2.1 Applications are to be submitted to the Dean, through the department chair, who shall refer them to a four-person sabbatical leave advisory committee, appointed by the Dean with the approval of the

Faculty Cabinet from the roster of persons who have been on sabbatical leave in one of the two previous academic years.

3.2.2 To be eligible for sabbatical leaves, faculty members must have served at Drake at least six years, with the exception of those applying for pre-tenure sabbaticals.

3.2.3 The applications shall be evaluated with five principal considerations in mind:

- a. the applicant's record of performance at Drake;
- b. the clarity of the purpose and the plan of activities to be undertaken during the leave;
- c. the benefits to be derived by the University;
- d. the benefits to be derived by the individual, particularly as they hold promise for rejuvenating the spirit and enlarging the competence of the individual to perform his or her duties in the College;
- e. the amount of time elapsed since the candidate's previous sabbatical.

3.2.4 In reviewing the applications, the advisory committee may ask the applicants to provide additional information.

3.2.5 Department chairs, in assessing the applications, shall advise the Dean of the arrangements necessary for covering the applicant's assignments and the costs of such arrangements. Such information is not included in the credentials reviewed by the sabbatical leave advisory committee.

3.2.6 The advisory committee shall submit its recommendations to the Dean in rank order, with comments.

3.2.7 Upon completion of the sabbatical leave, recipients must submit a report to their Dean summarizing activities and accomplishments during the leave.

Report Guidelines:

- a. The sabbatical leave report is due to the Dean one month after the start of the academic semester following completion of the sabbatical leave.
- b. The Sabbatical Leave Report will become a permanent part of the faculty member's file and will be considered at the time of future applications for sabbatical leave.
- c. Consistent with sabbatical leave approval criteria (Section 3.2.3) the Sabbatical Leave Report:
 - must provide a summary of activities and accomplishments during the sabbatical leave, including a discussion of writings or creative work completed, reports of manuscripts or artistic work submitted for publication or review, and any other personal and professional goals that were part of the proposal.
 - the benefits that the individual believes will accrue to the University/College now that the leave is completed.
 - the benefits that were derived by the individual as a result of the sabbatical.

3.3 Faculty Teaching Load

The semester-hour load of full-time faculty members shall be consistent with University policy. A faculty member's specific load shall be determined by such factors as: advising responsibilities, the student credit-hour load, the number of preparations, laboratory and/or supervisory responsibilities, the level of the courses taught,

administrative and service duties within the College, and the scholarly pursuits or creative activity in which the faculty member is currently engaged.

3.4 Faculty Honors

3.4.1 The A&S Outstanding Teacher of the Year

Each year a College faculty member is honored for excellence in teaching. The honoree receives a plaque, a cash award and delivers an address at the following year's A&S Honors Convocation. The Outstanding Teacher of the Year award is funded by an endowment established by Dean and Sue Wright.

a. Teacher of the Year Committee: In early fall of the academic year, the Faculty Cabinet will appoint a Teacher of the Year Committee composed of two students and four faculty members representing the divisions in the college. One member will be the most recent recipient of the Teacher of the Year Award, who will serve as committee chair. If the most recent recipient is unavailable due to sabbatical, retirement, etc., the Faculty Cabinet will appoint another suitable chair.

b. The Teacher of the Year Committee will solicit nominations on a rolling basis from students, recent alumni, and faculty colleagues. The college should advertise quarterly in the Times Delphic, and should announce a call for nominations at all College events and ceremonies with at least two calls for nomination, one late in the fall semester and a second prior to February 1. The deadline for submitting nominations is February 15, and all nominations made within the prior 12 months will be considered eligible. All nominations should be submitted using an online form.

c. Non-winning nominees will be considered for the Teacher of the Year award for two consecutive years. Nominees who either do not want to be considered in a consecutive year or want to update their materials shall contact the committee Chair.

d. Eligibility for the Award: Nominees must be full-time, continuing faculty in the college of the Arts and Sciences. Nominees must have completed at least three years of service at Drake. A Teacher of the Year honoree is ineligible for consideration for a period of five years after receiving the award.

e. After receiving nominations, the Teacher of the Year Committee will contact nominees and request a portfolio containing evidence of teaching effectiveness including a letter of support from the nominee's chair that references student evaluations, without providing the evaluations themselves. The committee will also solicit the names and contact information for up to 5 current students or recent alumni who could provide recommendations. The committee will then contact these recommenders to request their input.

f. Any committee member with a potential conflict of interest (e.g., members of a nominee's department, those with current/past personal relationships, students who have had the nominee as a professor) should alert the committee of the potential conflict. The committee should have an opportunity to discuss, ask questions, and determine whether the person should be recused for purposes of consideration.

g. The Teacher of the Year Committee will consider each nominee's teaching excellence using the student nomination letters and the evidence of teaching effectiveness presented in the nominee's portfolio. Among the criteria the committee will consider include (i.e., this list is not exhaustive): (1) use of innovative teaching practices, (2) enthusiasm for teaching and/or the subject matter (3) personal

commitment to students, and (4) overall effectiveness in facilitating student learning. The committee will determine the recipient by majority vote. All committee deliberations are confidential. The recipient's name is to be kept secret until it is announced at the Honors Convocation by the committee chair.

The committee must inform the dean of its decision by April 1.

3.4.2 The Centennial Scholar Award

The *Centennial Scholar Award* is presented in even-numbered years to a faculty member in the College in recognition of distinguished achievements in scholarship. The guidelines are as follows:

- a. The Centennial Scholar Award Committee consists of previous recipients of the award, typically the three most recent recipients.
- b. The Dean, in consultation with the Committee, will send an announcement, including guidelines and nominations forms for the Centennial Scholar Award, to each Department in May of even numbered years. A nominee must be a faculty member holding the rank of professor or associate professor (in at least her/his fourth academic year at that rank). Previous recipients are not eligible. The criteria for selection include professional contributions through scholarly/creative activity, holding leadership roles in the profession/discipline, consulting activities related to scholarship and research, and contribution to the mission of the department, college, and university.
- c. Each department may nominate faculty members as candidates. By September 1, nominations are presented to the Dean for forwarding to the Committee. It is important for chairs to ensure that departments consider nominating faculty members as candidates for this award. Because chairs may be reluctant to lead processes that might result in their own nomination, it is the prerogative of the Dean to invite senior faculty in departments chaired by prospective candidates to prepare nominations. If any department fails to nominate a faculty member whom the Committee and/or Dean considers viable, the Committee may add that faculty member's name to the list of nominees.
- d. By September 15, the Committee, after reviewing the nominations, will select a slate of finalists and inform the Dean of its selections.
- e. Departments will provide additional material on each of these finalists to the Committee by the beginning of March. This material will include: copies of the finalist's scholarly work (books, articles, paper presentations, and published reviews of such work); a brief report on the quality of the presses and journals that have published the finalist's work; and, in the case of work in a language other than English, a brief report on the finalist's work prepared by someone familiar with that language.

This material is to be collected by the Dean and is to be readily accessible to members of the Committee for their review.
- f. The Committee will determine the award winner from among the finalists and inform the Dean of its decision by October 1.

3.4.3 The Stalnaker Lecture Award

The *Stalnaker Lecture Award* is presented to a distinguished faculty member who is invited to present a lecture to the University community on a topic in his or her discipline in October. This award is funded in

part by the emeritus professors of the College. Selection of the award recipient is by a committee consisting of the three most recent Lecturers and a representative of the emeritus faculty. The lecturer must be a faculty member holding the rank of professor or associate professor (in at least her/his fourth academic year at that rank). Previous recipients are not eligible. Nominations are due to the Dean by September 1.

3.4.4 Arts & Sciences Distinguished Engagement Award

The College of Arts & Sciences established the Distinguished Engagement Award to recognize outstanding contributions of Drake faculty and staff to the college community.

a. Criteria for the award may include:

- a demonstrated personal commitment to Drake-related volunteerism and campus engagement;
- an outstanding record of leadership or substantial involvement in community projects, services and activities contributing to the quality of life in our institution;
- professional and personal values and behavior that typify the integration of citizenship and professional responsibility.

b. Eligibility: The nominee must be a current faculty or staff member with at least five years of employment at Drake. The recipient will be announced by the chair of the Faculty Cabinet at the fall Stalnaker lecture

c. Procedures: Letters of nomination are to be submitted to the A&S Faculty Cabinet by September 1. One nomination letter detailing specific examples of how the nominee exemplifies each of the application criteria is desirable. The recipient will be selected by a committee consisting of the A&S Faculty Cabinet and a staff member appointed by the dean.

4. Policies and Procedures

4.1 Legislative Procedure for the Arts and Sciences Council

4.1.1 Legislation may be generated by Council members, faculty members, or students of the College of Arts and Sciences.

4.1.2 Potential legislation in the form of a specific recommendation or a suggestion may be processed in one of the following ways:

- a. It may be sent directly to a standing committee.
- b. It may be introduced under new business by a Council member.

4.1.3 Legislation introduced under new business shall be governed by the following rules:

a. Motions calling for policy change may be debated but cannot be voted upon until the following meeting. Such a motion shall be left pending and included on the agenda of the following meeting unless referred to a committee.

b. Motions or suggestions may be referred to standing or ad hoc committees by action of the Council.

4.1.4 Robert's Rules of Order are the basic rules for the operation of the Arts and Sciences Council.

4.1.5 The meetings of the Arts and Sciences Council and committees of the Council shall be open to the faculty, students, and administration. An exception to this shall be the meetings of the Promotion and Tenure Committee. Other committees may vote to close their meetings where appropriate. A non-member of the Council or of any committee of the Council, shall be allowed speaking privileges by consent of the majority of the members present.

4.1.6 Council may, at its discretion, seek the advice of Faculty Cabinet.

4.2 Rules and Procedures Governing Elections in the College of Arts and Sciences

If at all possible, the election for positions on the Arts and Sciences Council and other elected bodies shall be conducted in the spring semester of each year.

4.2.1 General

a. To be eligible to hold elective office, an individual must hold a full-time, tenure or tenure-track or consecutive term appointment in the College of Arts and Sciences with no more than half-time administrative duties, and not be on leave during any part of the term of office. In the case of faculty members with dual teaching appointments, no more than one-third of their yearly regular semester teaching assignments may be in courses outside the College of Arts and Sciences.

b. To be eligible to vote in a College of Arts and Sciences election, an individual must hold a full-time, tenure or tenure track or consecutive term appointment in the College of Arts and Sciences. In the case of faculty members with dual teaching appointments, at least one-half of their yearly regular semester teaching assignments must be in courses offered in the College of Arts and Sciences. Administrators whose original Drake appointment was as full-time faculty of the College and who maintain some teaching responsibilities are eligible to vote. Excluded are part-time appointments; adjunct, acting, visiting, and emeritus appointments; and administrators holding faculty rank in the College, but not actively involved in teaching, or whose faculty appointments are only concurrent with their administrative appointments.

c. Elections shall be conducted by online ballots.

d. The order of elections shall be Promotion and Tenure Committee (P&T), Arts and Sciences Council, Faculty Cabinet and Faculty Senate Divisional.

e. An Associate/Assistant Dean and any faculty or staff member selected by him/her for each election shall serve as the Board of Tellers.

f. A candidate for office must receive an affirmative vote of at least 35 percent of the faculty voting in the election.

g. Except for membership in the Senate and the Arts and Sciences Council, which are governed by their own rules, no person may succeed him/herself in office. This rule shall not apply to an individual who has been elected to fill out a partial term created by a resignation or some other cause.

h. Electronic voting must be must be completed within two working days after an election is opened. The Associate/Assistant Dean shall notify the faculty of the results of any election within a reasonable time period.

i. The Associate/Assistant Dean and any Tellers may void an election if there is an error in the preparation of the ballot and if the Arts and Sciences Office is notified of the error prior to the deadline for the return of the ballot.

j. Any Arts and Sciences faculty member may appeal a decision of the Associate/Assistant Dean to the Faculty Cabinet for a final decision.

4.2.2 Nominations

a. At the beginning of each spring semester, the Arts and Sciences Office shall provide to the faculty a list of elections to be conducted and standing committees to be appointed for the following year. Faculty members are normally expected to serve on elected bodies and appointed committees. If there are extenuating circumstances, a faculty member may request in writing to the Dean to be relieved of such obligation for that year. If the requests of those persons are approved, their names shall not be placed on the ballot(s) involved or considered for appointment to the designated committees.

b. The Arts and Sciences Office shall prepare a nominating ballot for each election containing the names of all eligible staff members except for those who are excused from serving.

c. Twice as many candidates shall be declared nominated to be on the final ballot as there are positions to be filled by the election.

d. The number of nominees appearing on the final election ballot shall be increased to include all candidates tied for the last qualifying position.

4.3 Procedure for the Selection or Removal of a Departmental Chairperson

4.3.1 Selection

Not later than February 1 of the third year of any three-year term or at any other time that the position of Chairperson becomes vacant, the Dean will notify the appropriate department that it is time to reconsider the department chair position. Each department will follow democratic procedures in order to ensure participation of all full-time (excluding temporary and terminal*) departmental faculty in making a written departmental recommendation to the Dean. The incumbent Chairperson will convene the department to select a member of its own faculty or someone outside the department to serve as Selection Coordinator. The Selection Coordinator will solicit confidential nominations for Chairperson from full-time members of the department. Those nominated will be notified by the Selection Coordinator.

Those nominees accepting nomination will consult individually with the Dean to discuss the nature and responsibilities of the position and their personal interest and goals. Following these consultations, the Dean will notify the Selection Coordinator of the acceptability of the candidates; the Selection Coordinator, in turn, will meet with the individual nominees to determine their willingness to have their names placed on the departmental ballot. Should either the Dean or the department elect to consider the

possibility of an outside candidate for Chairperson, the full-time department members and the Dean will meet to discuss this alternative.

The selection among nominees is to be conducted by the Selection Coordinator by March 15. Departmental selection will be by secret ballot. A majority of the full-time faculty members eligible to cast ballots will be necessary to complete the selection; runoff ballots will be used if necessary. In case of tie votes which are not broken through additional balloting, the names of all tied candidates will be reported to the Dean for resolution.

The Selection Coordinator will report the name of the person selected to the department and send a written recommendation for Department Chairperson to the Dean on behalf of the Department. Because the candidates will have been approved earlier by the Dean, appointment of the person recommended will ordinarily follow. Should circumstances arise between the giving of initial approval and receipt of the recommendation that make the nominee unacceptable, however, the Dean will meet with the full-time members of the Department to discuss and resolve the situation.

4.3.3 Review

No later than February 1 of the second year of a department chair's tenure, the Arts and Sciences Dean shall notify the department that a review of the performance of the chair in terms of management of the department's concerns must be conducted. The department will follow democratic procedures to ensure the participation of all tenured, tenure-track and consecutive term members of the department, as well as full-time administrative staff. A copy of the results of the review will be provided to the chair as well as to the dean.

4.3.3 Removal

Initiation of an earlier review of the performance of the Departmental Chairperson may be brought forth by either a majority of the members of the Department or the Dean.

A Departmental Chairperson's appointment as Chair may be revoked before the three-year term has expired when there is a concurrence of the majority of the full-time members of the Department and the Dean that such action is justified. In such action, due process procedures shall be followed.

*In all cases, the terminal year is the last year before full retirement. In the case of transitional leave, the terminal year is the sabbatical year.

4.4 Curriculum Changes

4.4.1 Additions to the curriculum of a Department may be approved only when the new offerings can be handled by existing or authorized staff.

4.4.2 A course may be taught no more than twice as a special topics course before being submitted for approval as a regular course to the curriculum committee.

4.4.3 Curriculum changes in the College of Arts and Sciences shall normally be instituted through adherence to the following sequence:

All curriculum proposals originate at the department or program level and are forwarded through the Dean to the Curriculum Committee.

The originating department or program shall submit all proposals for new or revised courses electronically to the Curriculum Committee Chair and to the Arts and Sciences Office.

The following information, and any other information requested on the Curriculum Committee submission form, should be included in the proposal:

- a. Specification as to whether it is a new course or a revised course and when it is to be first offered.
- b. Proposed catalog description, including semester hours credit.
- c. Statement of prerequisites.
- d. The objectives of the course.
- e. The intended audience for the course (majors, elective students, etc.).
- f. Evidence that the course fulfills a service function, and/or is part of the undergraduate major, and/or is a part of the graduate program.
- g. Evidence that the department or program has the staff to offer the course, that the course is important to the department's program(s) or the interdisciplinary program's offerings, and that the course shall be offered at least on a two-year sequence.
- h. All new course proposals must be accompanied by a syllabus or a course outline.
- i. Justification of any feature peculiar to the course.

Prior to submitting a new course to the Curriculum Committee, the Department or Program is to clear the course number with the Office of the Registrar to make sure that the same number has not been used for another course in the past decade.

Materials for curricular change (detailed above) are to be submitted to the Arts and Sciences Curriculum Committee. If the change is approved by the Curriculum Committee, the recommendation is then submitted to the Arts and Sciences Council for its approval.

4.4.4 Upon the Arts and Sciences Council approval of a new course for inclusion in the catalogue, the Chair of the Curriculum Committee notifies the sponsoring department of the approval of its course proposal. The chair of the sponsoring department then submits electronically a Degree Audit Form to the Office of Student Records.

4.4.5 The chair of the Curriculum Committee is to ensure that information about any fully approved course revision or new courses is transmitted to Office of the Dean of Arts and Sciences. The Office of the Dean is to transmit all relevant course change or new course information to the Office of Student Records on forms specified. All such information is to be copied to the Chair of the submitting department.

Department chairs, in consultation with the Dean's office, are responsible for ensuring that course descriptions are updated in the Drake Catalog.

4.4.6 If the submitting department or program has indicated that a course is to be reviewed for inclusion in the Drake Curriculum, the Arts and Sciences Curriculum Committee Chair working through the Arts and

Sciences Office will ensure that the course materials are forwarded to the University Curriculum Committee.

4.5 Policy in Regard to Curricular Decisions Without Adequate Time Lag

When there is insufficient time to follow standard procedures for curricular changes, the Dean, upon the advice of the Faculty Cabinet, has the power to act on all such changes that are genuinely necessary. Cabinet recommendations are subject to the following guidelines:

4.5.1 The Faculty Cabinet of the Arts and Sciences Council, to the best of its ability, recommends approval for only those curricular changes that are consistent with the current standards of the Curriculum Committee and the College of Arts and Sciences. To achieve this end, the recommending body (program, department, school, dean, committee, etc.) shall provide to the Faculty Cabinet the information normally required by the Curriculum Committee.

4.5.2 The Dean shall report at the beginning of each semester curriculum recommendations made under these conditions.

4.5.3 Before a course can be included in the catalogue, it must be approved through the normal channels even though it has been approved previously by the Dean upon recommendation of the Faculty Cabinet.

4.6 Procedures for Appeals of Academic Evaluations

This appeals process is established to deal with: a) appeals from actions taken as a result of an instructor's determination that a student's performance involved academic dishonesty including, but not limited to, plagiarism and cheating and b) student petitions challenging a grade or alleging arbitrary and capricious grading practices.

[**Note:** These are the procedures typically followed by the College of Arts and Sciences. However, these procedures are subject to change without prior notice and they do not constitute a contract between Drake University and its students.]

4.6.1 Academic Dishonesty

4.6.1.1 Definitions

Academic dishonesty is an all-encompassing term involving any activity that seeks to gain credit for work one has not done or to deliberately damage or destroy the work of others. Academic dishonesty includes, but is not limited to, the following:

Plagiarism - The misrepresentation, either by intent or negligence, of another's ideas, phrases, discourse, or works as one's own.

Cheating - the act, or attempted act, of giving or obtaining aid and/or information by illicit means in meeting any academic requirements, including examinations.

Fabrication - intentional and unauthorized falsification or invention of any information or citation in an academic sense in any academic exercise.

Facilitating Academic Dishonesty - intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Examples of academic dishonesty include, but are not limited to:

- a. Copying from the Internet or worldwide web and representing it as one's own thoughts or work;
- b. Copying from another student's paper, laboratory report, or other report, or computer files or listings and representing it as one's own thoughts or work;
- c. Using, during a test or laboratory experiment, material and/or devices not authorized by the instructor in charge of the test;
- d. Without the instructor's permission, collaborating with another, knowingly assisting another or knowingly receiving the assistance of another in writing an examination or in satisfying any other course requirements;
- e. Incorporating into written assignments materials written by others without giving them credit, or otherwise improperly using information written by others (including that which might be stored on computer disks or other technological devices); or submitting commercially prepared papers as one's own;
- f. Submission of multiple copies of the same or similar papers without prior approval of the several instructors involved;
- g. Claiming as one's own work that which was done by tutors or others with no mention of credit to or the assistance of those persons;
- h. Deliberately damaging or destroying another's laboratory experiments, computer work or studio work;
- i. Knowingly obtaining access to, using, buying, selling, stealing, transporting, or soliciting in its entirety or in part, the contents of a test or other assignment unauthorized for release;
- j. Substituting for another student, or permitting another student to substitute for oneself, to take a test or other assignment or to make a presentation;
- k. Intentional and unauthorized falsification or invention of any information or citation in an academic exercise;
- l. Forgery, alterations, or misuse of University documents;
- m. Falsifying information submitted or failure to reveal relevant information in any University application form or offering any false information in any University disciplinary proceeding.

Each instructor reserves the right to further clarify and define his/her expectations of academic integrity orally or in written form, such as through the course syllabus.

4.6.12 Conscientious Retraction of Submitted Work

A student may retract work (including examinations) he or she has submitted that violates this Policy, if such a retraction is an act of conscience. Should such a conscientious retraction occur, it will be governed by the following:

a. A student who has the courage and integrity to come forth with a good faith retraction before gaining any knowledge that someone else may suspect him or her of the violation has reaffirmed his or her personal commitment to the Academic Integrity Policy and will not be expelled from the University. However, the student will be subject to other disciplinary action at the discretion of the instructor or Dean, with the appeal rights provided for hereunder.

b. A good faith admission by a student must be made voluntarily. Once a student is approached with a possible Academic Integrity Policy violation, it is too late for that student to make a retraction.

c. A student that wishes to make a conscientious retraction should contact the Associate Dean. The student must submit a statement attesting to the violation of the Academic Integrity Policy and include an affirmation that he or she has not been accused of an Academic Integrity Policy violation. The statement must be signed and dated by the student, the instructor, and the Dean and then returned to the Dean where it will be kept confidential.

4.6.13 Procedures and Penalties

The penalty for academic dishonesty will vary from incident to incident, depending upon the scope and magnitude of the offense and the circumstances in which it occurred; upon the prior record of the person being penalized; and upon evidence suggesting the existence or absence of a pattern of academic dishonesty in the academic performance of the person committing the offense.

Not later than fourteen (14) days after an alleged Academic Integrity Policy violation comes to his/her attention, the instructor shall (1) provide the student with written notice describing the alleged violation and (2) make a good faith effort (normally, both an e-mail and a phone mail message during the academic year; and an e-mail and a regular U.S. letter during the summer or winter break) to meet with the student to discuss the alleged violation. After the meeting, or after it becomes clear that the student refuses to meet, the instructor shall exercise professional judgment in selecting his or her course of action. Among the possible courses of action are the following:

a. Conclude that no violation occurred. The matter is then dropped and maintained as a confidential transaction between faculty member and student.

b. Conclude a violation occurred, and subject to the student's right to have the matter brought before the Academic Integrity and Appeals Committee (see below), assign the appropriate penalty in the course, including, but not limited to, reprimand, grade reduction or dismissal from the course with a failing grade.

c. If the instructor after imposing a failing grade for the course believes that the violation is so serious that suspension or expulsion from the College should be considered, the instructor must refer the matter to the Academic Integrity and Appeals Committee.

d. Conclude that a violation occurred and arrange an informal voluntary consultation among the instructor, the student and the department chair and/or the Dean in an effort to agree on a penalty and resolve the matter. If the matter is resolved to everyone's satisfaction, it is at an end. If not, the instructor and the student retain the right to proceed under 4.6.14. All time deadlines are stayed while this course of action, or a similar course of action, is attempted.

If the instructor under b or c above determines that a violation has occurred and assigns a penalty, he/she will notify the Associate Dean of Arts and Sciences and the chair of the instructor's department. If the student is majoring in a program in a college outside of Arts and Sciences, the Associate Dean will notify the Dean of that college.

Note: Anytime a matter is timely brought before the Academic Integrity and Appeals Committee, either by the instructor or the student, the Committee has the right to decide anew whether an Academic Integrity violation occurred according to the definitions in 4.6.11 and/or the instructor's policies as stated in the syllabus and/or other written or oral communications provided to the class.

4.6.14 Initiation

Academic Integrity proceedings will commence upon notification in one of the following situations, both of which may be present in a single case:

- a. An instructor requests that the Committee review the alleged violation and consider the additional penalties of suspension or expulsion from the College, as discussed in (c) above; by notifying the Dean or the Associate Dean within ten (10) working days of notifying the student of his/her penalty for the course; or
- b. A student appeals an instructor's decision regarding a violation of the Academic Integrity Policy by notifying the Dean or the Associate Dean within ten (10) working days of notification of the penalty(s) imposed by the instructor.

For the purpose of this policy, the academic year is defined to begin at the start of the fall semester and conclude at the end of the Spring semester. Ordinarily, cases initiated as a result of coursework from the academic year will be heard by the standing Academic Integrity Committee. Cases pertaining to summer term courses will be reviewed by the duly appointed Academic Integrity Committee the following fall semester. Under extraordinary circumstances, a student or faculty member may petition the Dean to designate a special committee to hear an appeal over the summer term. The Dean in his or her sole discretion shall determine whether extraordinary circumstances exist to justify the appointment of such a special committee for purposes of hearing an appeal over the summer term. If so, such a special committee shall not be required to mirror the composition of the standing Academic Integrity Committee and will be comprised of members designated by the Dean. For the purpose of this policy, the summer term is defined to begin with the May-term and end at the conclusion of the summer classes in August. Commencement of proceedings follows the two situations outlined above.

Note: If the student does not wish to appeal the decision on academic integrity but only the final course grade resulting from the instructor's penalty, the student should initiate a Grade Appeal pursuant to 4.6.4 below.

4.6.15 Notification of Hearing

The Chair of the Academic Integrity and Appeals Committee must notify the student and the instructor in writing at least ten (10) working days prior to the hearing date. The notification shall include the alleged Academic Integrity Policy violation giving rise to the hearing, hearing procedures, the date, time, and location of the hearing, copies of documents that the Committee intends to use at the hearing and the name of the Chair.

In responding to the hearing notification, the accused may do any of the following:

- a. Enter a plea of guilty and accept the penalty(s) imposed by the instructor and any additional penalties recommended by the instructor.
- b. Notify the Chair of the Committee, Dean, or the Associate Dean that he or she is voluntarily withdrawing from the University or College and subsequently withdraw, which, absent compelling facts and circumstances to the contrary, shall be considered an admission of guilt in the matter. If the instructor has made a timely request, the Committee shall then meet to consider whether to impose the additional penalties of suspension or expulsion from the College.
- c. Waive the notice period or request a postponement.
- d. Request a separate hearing from other students being charged for Academic Integrity Policy violations surrounding the same incident.

Requests will be granted or denied in the reasonable discretion of the Chair of the Academic Integrity Committee.

4.6.16 Attendance at the Hearing

Attendance at the hearing is restricted to the members of the Academic Integrity and Appeals Committee, the instructor of the course involved, the accused student, and witnesses. At least five members of the Committee must be present. Witnesses, other than the accused, may be excluded from portions of the hearing at the discretion of the Chair. The accused may invite an advisor, who may attend the hearing, but the advisor may not represent the accused, offer testimony, or question witnesses. Upon approval of the Chair, other invitees of the accused or the instructor who are not witnesses may be allowed to attend.

If a student or instructor has received timely notice but fails to appear at the hearing, and has not requested and received a postponement, the hearing may still go forward as provided below, at the discretion of the Chair.

If a witness has reasonable cause as to why he or she will be unable to attend the hearing, the Chair must make accommodations to hear the witness's testimony or obtain a signed written statement. No decision may be rendered by the Committee prior to making reasonable accommodations to hear all testimony or obtain a signed written statement from any requested witness.

4.6.17 Record

Prior to each hearing, one of the Committee members will be designated as recording secretary by the Chair. A handwritten summary of the proceedings shall be created during the hearing and housed in confidentiality with the Dean following the conclusion of the hearing. At the request of either party or the Committee, an audio recording of the proceedings shall additionally be made and held with the other records.

4.6.18 Hearing Proceedings

The Chair of the Academic Integrity Committee shall inform the accused as to the procedures to be followed throughout the course of the hearing. With the exception of the Committee members, the accused, the accuser (usually the instructor), and witnesses, those present will not participate in the proceedings. The Chair shall take reasonable measures to insure an orderly hearing, including the removal of individuals who impede or disrupt the proceedings.

The hearing shall progress in the following manner:

- a. The hearing shall begin with the presentation of an opening statement by the instructor summarizing concisely the basis of the actions taken and the conduct at issue. The student shall then present an opening statement, summarizing concisely the basis for the appeal.
- b. The instructor may then support his/her presentation by the testimony of witnesses and by other evidence. The student and the Committee may question the instructor and the witnesses.
- c. The student may support his/her presentation by the testimony of witnesses or other evidence. The instructor and the Committee may question the student and the witnesses.
- d. At the close of the evidence presented by the student, the instructor shall be given the opportunity to introduce rebuttal evidence that must be limited to any matters that have been raised in the evidence presented by or in behalf of the student.
- e. After all evidence has been presented; the instructor may make a final argument, after which the student may make a final argument.

At the conclusion of the hearing, the parties are excused and the Committee will deliberate in closed session on the alleged Academic Integrity Policy violation.

4.6.19 Deliberation

The Academic Integrity Committee considers any and all evidence offered at the hearing and deliberates until a verdict is reached. The Academic Integrity Committee presumes that all students are aware of this Academic Integrity Policy, including the specific conduct described in 4.6.11.

An Academic Integrity Policy violation can be found only if the preponderance of the evidence establishes that the alleged Academic Integrity Policy violation occurred.

Where the alleged violation is solely based upon conduct proscribed by the instructor's syllabus and/or other written or oral communications, (i.e. not based on the conduct described in 4.6.11 of the Academic Integrity Policy) the evidence must additionally establish by preponderance of the evidence that the instructor had clearly provided this information to the students in the class.

At the end of the deliberation, a secret ballot is taken and a majority vote is required to judge the accused to have violated the Academic Integrity Policy. The only record of the deliberation shall be the verdict and a brief statement of rationale for the verdict.

If the verdict is not guilty, the instructor is bound by that finding and may only evaluate the assignment as to its content or other time-honored bases of academic evaluation.

If the verdict is guilty, the Committee will then reinstate the course penalty applied by the instructor. If the instructor has timely recommended that the Committee consider suspension or expulsion from the College, the Committee shall make a determination, again by majority vote, on whether to impose one of those penalties. In making this decision, the Committee may consider:

- a. the scope and magnitude of the offense,
- b. the circumstances in which it occurred including the stated policies of the instructor,

c. the prior record of the person being penalized (past violations may be used to determine penalties, but not guilt or innocence), and

d. the evidence suggesting the existence or absence of a pattern of academic dishonesty.

If there is no timely appeal, the Committee decision is final.

4.6.20 Hearing Report

A concise report of the Committee's decision and its reasons therefore shall be submitted in writing to the accused student, the instructor and the Dean within three (3) working days of the Committee's decision.

4.6.21 Appeal of Academic Integrity Committee Decision

The student or the instructor may appeal the decision(s) of the Academic Integrity and Appeals Committee to the Dean. A written notice of appeal must be delivered to the office of the Dean within ten (10) working days from the receipt of the hearing report from the Committee. The following guidelines apply to appeals:

a. The Dean shall decide all appeals. If the Dean is not available, or if the Dean was intimately involved in the case such that his/her involvement in the appeal would be inappropriate, then the Dean will appoint another administrator to decide the appeal.

b. The grounds for appeal are as follows:

(i) Procedural error that prevented a fair decision by the Committee;

(ii) Misstatement or misapplication of the Academic Integrity Policy;

(iii) Decision of the Committee not supported by the facts or evidence;

(iv) Material evidence or facts, newly discovered, which could not with reasonable diligence have been discovered and introduced at the hearing; or

(v) The fairness of the penalty imposed.

c. Note: If the student does not wish to appeal the decision on academic integrity but only the final course grade resulting from the instructor's penalty, the student should initiate a Grade Appeal pursuant to 4.6.4 below.

d. If none of the above-reference grounds for appeal is present, the Dean/Designee shall dismiss the appeal and the decision of the Committee is final.

e. If the appeal is not dismissed, the Dean/Designee may affirm or reverse the previous decision with regard to the student's guilt or innocence and may modify the penalty previously imposed.

f. Barring newly discovered material evidence or facts, an appeal is limited to a review of the record of the hearing, the written evidence introduced at the hearing and the Committee's hearing report.

g. The Dean/Designee may not impose a more severe penalty than was previously imposed.

h. The Dean/Designee's decision on appeal is final.

4.6.22 Appeal Decision Report

A concise report of the Dean's decision and his/her reasons therefore shall be submitted in writing to the accused student and the instructor within three (3) working days of the Dean's decision.

4.6.23 Student Records

Notations will be made in the student's permanent file of any convictions in accordance with this Policy.

4.6.3 Procedures for Cases Involving a Student Who Is Not a Member of the College of Arts and Sciences

If a recommended penalty goes beyond any course-specific action, and the student is not a member of the Arts and Sciences College, the Dean must report the offense and recommended penalty to the Dean of the student's college/school before the penalty is imposed.

- a. If the student's Dean is in agreement with the recommended penalty, the penalty shall be imposed, in which case it shall apply to the student as if it had been imposed by the student's college/school. This includes suspension and expulsion.
- b. If the student's Dean is not in agreement on the penalty, the case shall be referred to the Provost for a final decision on the appropriate penalty.

4.6.4 Grading Appeals

4.6.4.1 Appeals Procedure for Grades and Grading Practices

A student who wishes to challenge the grading practices of an instructor of the College may appeal for a change of grade, using the following procedures.

a. Timetable

The student must initiate the appeals procedure with the instructor on or before the third Wednesday of the semester following the issuance of the grade in question (excluding summer terms). First, the student must meet with the instructor involved in an attempt to resolve the problem.

If the matter remains unresolved, the student must request a meeting at which the Department Chair (or the Program Director), the instructor, and the student are present. The student must make this request to the Department Chair (or Program Director) by the fifth Wednesday of the semester following issuance of the grade in question (excluding summer terms). The student shall be given the opportunity to explain his/her position and present relevant documentation to the Department Chair (or Program Director).

The Department Chair (or Program Director) shall prepare a written summary of the issues, his or her findings of fact, and a proposed resolution to be presented to the student and the instructor.

If the proposed resolution of the Chair or Director is not satisfactory to the student, he or she may appeal in writing to the Dean, who will refer the appeal to the Academic Integrity and Appeals Committee. All appeals must be delivered to the Dean within ten (10) working days of presentation of the proposed resolution to the student and instructor. Absent a timely appeal by the student, the proposed resolution of the Chair or Director becomes final.

Upon receipt of the appeal the Committee shall invite the instructor to submit a written response to the appeal.

The Committee may meet, alone or with some or all of the parties involved, (1) to familiarize itself with the relevant facts and review the instructor's written grading policy as stated in the syllabus and other relevant documents and (2) to decide if a formal hearing is necessary. Note: A formal hearing is not necessary unless there is at least one material disputed fact issue, the outcome of which depends upon the credibility of a witness.

If the Committee determines a hearing is not necessary, the Committee shall determine, by a preponderance of the evidence, whether the grading practice and/or grade under review is either (1) arbitrary and capricious or (2) unsupported by the relevant facts and academic standards. If either question is answered in the affirmative, the Committee shall recommend the appropriate change in grading practice and/or a particular grade. If not, the Committee shall recommend that the grading practice and/or grade remain unchanged. The Committee, having considered all appropriate information, shall submit to the Dean, in writing, its findings of fact and recommendations within three (3) working days of its decision.

If the Committee determines a hearing is necessary, the Committee will notify the student and the instructor in writing at least ten (10) working days prior to the hearing date. The notification shall include a summary of the facts, copies of any documents that may be relied upon by the Committee, a description of the hearing procedures, and the date, time, and location of the hearing.

b. Hearing Procedures

Hearing procedures shall be similar to those outlined in Sections 4.6.15-4.6.20 above. The Committee's charge is to determine, by a preponderance of the evidence, whether the grading practice and/or grade under review is either (1) arbitrary and capricious or (2) unsupported by the relevant facts and academic standards. If either question is answered in the affirmative, the Committee shall recommend the appropriate change in grading practices and/or a particular grade. If not, the Committee shall recommend that the grading practice and/or grade remain unchanged. The Committee, having considered all appropriate information shall submit to the Dean, in writing, its findings of fact and recommendations within three (3) working days of its decision.

c. Final Decision

The Dean reviews the Academic Integrity and Appeals Committee's findings and recommendations and makes a final and un-appealable decision with regard to all matters pertaining to the appeal. The Dean shall provide a concise written decision to the members of the Academic Integrity and Appeals Committee, the student, and the instructor within three (3) working days of the Dean's decision.

4.7 Policy and procedures in Regard to Faculty/Course Evaluation

The College of Arts and Sciences is committed to maintaining excellence in the teaching, scholarship/creative activity, and collegial and professional service of all faculty members. The criteria outlined in 3.1.3 in this handbook are applicable in assessing the performance of all faculty members. The evaluation of teaching should draw upon the judgments of students, peers, and Department Chairs.

4.7.1 The College of Arts and Sciences affirms the importance of student course evaluations to both the development of teaching excellence and of evaluation of faculty performance in relation to tenure,

promotion and merit reviews. Thus, conscious development of student-centered teaching evaluation instruments and conscientious attention to their administration and outcomes are essential.

Given these principles, each Department or Program, in consultation with the Dean, shall develop its own forms and procedures for assessing performance in all areas. These procedures shall be written and shall on an annual basis be drawn to the attention of all program faculty.

4.7.1.1 Forms

All such forms must conform to the following principles: all forms (1) must include a brief description of the purpose of the evaluations and of their use; (2) must provide an opportunity for written response to questions soliciting comments about successful aspects of the course and about aspects of the course that need improvement; (3) also, must allow questions tailored to the individual course, and if desired, to the departmental/program purposes; and (4) must ensure anonymity of respondents. All forms should place questions requesting written responses at the beginning of the evaluation instrument.

4.7.1.2 Procedures

Departmental/program procedures for administration of student evaluations of faculty and courses must conform to the following principles: (1) all faculty must provide for student evaluation of each course taught, including summer and J-term; (2) sufficient time must be provided for thoughtful completion of the evaluation form (it is suggested that the form be administered at the beginning of a class period); (3) faculty must leave the room while students are completing in-class evaluation forms; and (4) forms must be submitted to the department chair or personnel specified by the program statement and not be available to the evaluated faculty member until after semester grades have been submitted and the chair or responsible person has reviewed the forms.

Department/program procedures for use of student evaluations of faculty and courses must conform to the following principles: (1) department/program chair or other designated individual(s) must review and summarize course evaluation responses; (2) summaries are to be submitted to the evaluated faculty member, submitted to the Dean with the annual Professional Activity Evaluation, and must be placed in the faculty member's permanent file; (3) when that faculty member is on tenure-track, the summary must be submitted to all faculty serving on the appropriate review committee during the annual review; and (4) the Chair or specified Personnel officer must discuss the evaluations and their implications for pedagogy (either change or maintenance of procedures) with the evaluated faculty member.

All departmental and program procedure statements should encourage: (1) appropriate explanations of evaluation procedures by the faculty member, (2) feedback to students about the impacts that evaluations have had on teaching; and (3) administration of "early-term" evaluation forms that will allow adjustment of course pedagogy and requirements during the evaluated term.

4.8 Policy and Procedures in Regard to Peer Observation of Faculty

4.8.1 General Guidelines

a. Every department must have a set of procedures for peer observation of faculty that follow the guidelines in Section 4.8.2.

b. Peer observation procedures must be carried out on an annual basis and in a consistent fashion for all non-tenured faculty subject to reappointment and once every three years for tenured associate

professors, in rotation with the faculty member's performance activity report/professional activities evaluation, and once in the year preceding application for promotion to full professor.

c. Peer observation procedures must provide formative information to the faculty member being observed and provide a fair basis for summative evaluation. It is especially important that the peer observation process communicate to the faculty member any need for improvement in his or her teaching prior to the third year review.

4.8.2 Guidelines for Peer Observation Procedures for Tenure-Track Faculty

Department Peer Observation Procedures for tenure-track and consecutive term faculty must meet the following guidelines and are subject to the dean's review.

a. It will be the responsibility of the department chair to provide the guidelines to new faculty during the first semester of their employment, to annually review the guidelines with tenure-track faculty, and to see that the procedures in the guidelines are carried out in a timely fashion.

b. During probationary years at least one course must be observed each semester.

c. Peer observation of faculty over the course of their probationary years must not be left solely to one individual.

d. The means and the timeline of the feedback provided to the faculty member being observed must be specified in departmental guidelines. At the conclusion of the observation process each observer must submit a formal, written report to the department.

1. The report shall take into account the consultations between the observer and the faculty member being observed as discussed below in sections e, f and g.

2. The language of the report should take into consideration the fact that it may be read by faculty from outside the department during the tenure process.

3. The faculty member being observed has the right to attach his or her own response to each written report.

e. Each peer observation must involve at least three contacts, the classroom observation itself, and two conferences between the observer and the faculty member being observed. One contact must occur before the observation and one after the observation but prior to the submission of the written report.

f. The observer must consult the faculty member being observed on the appropriate number of class visits for the course being observed. The faculty member being observed must also be consulted concerning the scheduling of visits and the selection of the observer. These consultations should take into consideration the particular nature and structure of the specific course, the faculty member's style of teaching, and the potential disruption to student learning and class preparation that might result from outside observation.

g. Before any observation occurs, the faculty member being observed must provide the observer with relevant course materials in order to give the observer a sense of the pedagogical goals and strategies for the course being observed. The observer must talk with the faculty member being observed about his or her expectations for each class session to be observed.

h. Department procedures for peer observation of faculty involved in interdisciplinary programs must take into consideration the peer review requirements of that program.

i. The department must consult the tenure-track faculty member concerning the desirability of being observed by someone from outside the department and when determining who might best serve as

outside observers. If an outside observer is deemed appropriate, the department has the responsibility for facilitating that arrangement. An outside observer could come from present faculty, emeritus faculty or from another institution.

j. Departments should consult tenure-track faculty about their interest in observing the teaching of other faculty and facilitate such opportunities.

4.9 Policies and Procedures for Recommending Leaves of Absence Without Pay

4.9.1 University policy and practice permit the granting of leaves of absence without pay to faculty members in the College (see the University Faculty Manual 4.51 "General Leave Policy"). Because an unpaid leave of absence may affect a faculty member's progress toward promotion and/or tenure, the following guidelines shall be applied to requests for leaves of absence:

a. Leaves of absence are recommended first by the Department to the Dean, who in turn presents a recommendation to the Provost. Only in unusual circumstances may a leave be granted without a department's recommendation.

b. If it is probable that the circumstances of the proposed leave will diminish the faculty member's capacity to develop or produce the materials that would come under review when a candidacy is presented for tenure and/or promotion, the Department may recommend that the decision on tenure or promotion be delayed for one year. (In other words, the year on leave would not count as time toward tenure and/or promotion.) The recommended delay must be approved by the Dean and the Provost. The circumstances warranting a delay may include but are not limited to illness, personal circumstances, employment relocation of a spouse, and teaching or service appointments away from the Drake campus that remove the individual from research resources or otherwise reduce the opportunity for research and writing.

c. If it is probable that the circumstances of the leave will enhance the faculty member's capacity to develop or produce the materials that would come under review when a candidacy is presented for tenure and/or promotion, the Department will not recommend changing the year in which the decision on tenure and/or promotion will be made and the University will not allow such a change.* Such circumstances not justifying a delay include, but are not limited to, accepting fellowships or grants that free the individual to pursue research or writing or taking an unsupported leave for the purpose of research and writing.

* "For a nontenured faculty member on scholarly leave for one year or less, the period of leave should count as part of the probationary period as if it were prior service at another institution. Exceptions to this policy should be mutually agreed to in writing prior to the leave." (AAUP "Statement of Principles on Leaves of Absence")

4.9.2 A request for a leave of absence without pay must be initiated at the department level. The faculty member must certify to the Department Chair the reason(s) for the leave. If the circumstances are personal, the faculty member will confer, in confidence, with the Chair, explaining the need for the leave. Taking care to protect the individual's privacy, the Chair will then vouch to the Department's Promotion and Tenure Committee whether the request falls under 4.8.1.a or 4.8.1.b and whether the request warrants a postponement of the tenure decision.

4.9.3 A faculty member who desires a leave should notify her/his Department as far in advance of the proposed leave as possible. Early notification will allow the Department to arrange for a suitable replacement for that faculty member during her/his absence.

4.10 Program Changes

4.10.1 Any addition or deletion of programs, including majors, minors, and concentrations housed within the College of Arts and Sciences must be reviewed by the Arts and Sciences Faculty Cabinet and approved by the Arts and Sciences Council.

4.10.2 Proposals to add or delete majors, minors or concentrations must be submitted to the Dean of the College to be forwarded to the Faculty Cabinet. The Faculty Cabinet will consider issues such as adequacy of staffing, additional staffing needs, adequacy of existing curricular offerings, needed curricular support and any other relevant curricular or administrative issues and will formulate a recommendation about the proposed program change to be submitted to the Arts and Sciences Council.

4.10.3 If the recommendation of the Faculty Cabinet is approved by the Arts and Sciences Council, all pertinent information relating to the program change will be submitted to the Provost and to the Registrar by the Office of the Dean. The Office of the Dean also will be responsible for ensuring that all Arts and Sciences Program changes are reflected in the next and ensuing catalogs published by the University.

4.11 GPA Requirement for a Minor

To be certified as having completed a minor in the College of Arts and Sciences, a student must have at least a 2.0 grade point average in all courses attempted in the minor field.

4.12 Policy and Procedures for the Evaluation of the Dean

Performance evaluation occurs on a regular basis in most organizations. Within academia, evaluation of faculty performance normally is mandated. Such evaluation is elicited from students, department chairs and Deans in the course of yearly performance reviews and is used for purposes of tenure, promotion and salary decisions. Increasingly, evaluation is seen as a tool that allows identification of strengths and weaknesses and thus provides information necessary for growth and development. It seems appropriate that the Dean of the College be evaluated in a manner consistent with procedures used for faculty.

4.12.1 The performance of the Dean of the College of Arts and Sciences will be evaluated on a regular basis. The initial evaluation should occur in the third year in which an individual occupies the position of Dean and should occur every three years thereafter or earlier, as deemed necessary by the Arts and Sciences Cabinet. Evaluation will be initiated by the Arts and Sciences Cabinet and carried out by the Research and Assessment officer of the College or by another person as designated by the Cabinet. The evaluation will focus on the strengths and weaknesses of the Dean in reference to fulfillment of responsibilities as specified in the Arts and Sciences Handbook. It will provide opportunity for input of all constituencies including faculty, staff and students. The evaluation will include open-response questions as specified for faculty evaluation in the Arts and Sciences Faculty Policies Handbook. The summary of evaluations will be approved by the Arts and Sciences Faculty Cabinet and provided to the Dean and the Provost. Anonymity of respondents will be maintained in the summary report.

4.12.2 Procedures

4.12.21 Initiation of Review

In the third year of service of a Dean, and every third year thereafter, it shall be the responsibility of the Chair of the Arts and Sciences Faculty Cabinet to initiate the procedures for evaluation of the Dean.

a. Early in the fall of the year in which the evaluation of the Dean is to occur, the Faculty Cabinet shall designate an Evaluation Coordinator to carry out the evaluation of the Dean. Normally the Research and Assessment Officer of the College will serve as Evaluation Coordinator. If no one is filling that position, or if the Cabinet decides, for whatever reason, that another person should carry out the evaluation, the Cabinet shall designate the Evaluation Coordinator. The Dean may veto the Cabinet designee of an Evaluation Coordinator. If the Cabinet and Dean are unable to agree upon an individual to serve as Evaluation Coordinator, the issue will be taken to the Arts and Sciences Council which will then select a Coordinator.

b. The Faculty Cabinet, in consultation with the Evaluation Coordinator will review the "Policy and Procedures for Evaluation of the Dean of the College of Arts and Sciences" and determine whether any modification of procedures is needed. If modifications are deemed necessary, the Faculty Cabinet will present a proposal for such modifications to the Arts and Sciences Council for approval.

4.12.22 Responsibility for Implementation

Once appointed, the Evaluation Coordinator shall assume responsibility for completion of the evaluation of the Dean.

a. The Evaluation Coordinator shall develop a questionnaire for administration to the Faculty of the College of Arts and Sciences, and a plan for implementation of procedures outlined in the following sections. The questionnaire and implementation plan shall be submitted to the Dean for comment and suggestions and to the Faculty Cabinet for review and approval.

b. Upon approval of the questionnaire and implementation plan by the Faculty Cabinet, the Evaluation Coordinator shall oversee implementation of evaluation procedures, write a summary of results and present these results to the Faculty Cabinet, Dean and the Provost as specified in following sections.

4.12.23 Evaluation by Faculty

a. All faculty, including tenured, tenure-track, consecutive term, and visiting, full-time and part-time, shall receive a questionnaire which provides the opportunity to participate in the evaluation of the Dean.

b. The questionnaire will contain the following components:

1. Information about the respondent's status will be requested in order to allow the Evaluation Coordinator to summarize responses according to areas in which the respondent is most likely to have had contact with the Dean. Such questions shall never

be so specific as to allow identification of the respondent. Identification that should regularly be requested of respondents includes:

- a) Continuing or visiting faculty appointment
- b) Tenured or tenure-track or consecutive term status
- c) Full-time or part-time appointment
- d) Department Chair

2. The questionnaire must conform to the principles set forth for Faculty Evaluation in the Arts and Sciences Faculty Policies Handbook (Section 4.7.1). Thus all forms (a) must include a brief description of the purpose of the evaluations and of their use; (b) must provide an opportunity for written response to questions soliciting comments about successful aspects of performance and aspects of performance that need improvement; and (c) must ensure anonymity of respondents.

3. The Evaluation Coordinator shall request that the Faculty Cabinet and the Dean submit additional questions to be included on the questionnaire. The final questionnaire and all questions to be included on it shall be approved by the Faculty Cabinet.

4.12.24 Evaluation by Staff

a. All staff of the college of Arts and Sciences will be provided an opportunity to evaluate the Dean's performance.

b. Evaluation may occur by offering staff an opportunity to respond to a questionnaire or by offering an opportunity for verbal responses.

1. If a questionnaire is used, it must include one question that ascertains what the Dean is doing well and one that asks in what areas the Dean could improve. Additional questions may be included as determined appropriate by the Evaluation Coordinator in consultation with the Faculty Cabinet.

2. If a verbal response method is used, staff members should be provided an option of participating either through individual interviews or focus group sessions.

3. Ideally, each staff member will be offered the opportunity to choose whether to respond by questionnaire or verbal response.

4.12.25 Evaluation by Students

a. The Evaluation Coordinator will call a special session of the Dean's Student Advisory Group in which the students will be invited to provide responses to questions similar to those posed to faculty and staff. The Dean will not be present at this session. A summary of student responses will be developed in consultation between a student designated by the Advisory Group and the Evaluation Coordinator.

b. Generally, student input will occur in a focus-group format. Upon request, the Evaluation Coordinator may talk individually with members of the Student Advisory group.

4.12.26 Preparation and Approval of Evaluation Report

a. The Evaluation Coordinator shall prepare an Evaluation Report that summarizes the evaluative information collected from faculty, staff and students.

b. The report must be written in a manner that maintains the anonymity of all respondents.

c. While the specific factors to be included in the summary should be at the discretion of the Evaluation Coordinator, generally only characteristics that are mentioned by several respondents should be included in the summary. The report shall summarize both "strengths," things the Dean is perceived as doing well, and "weakness," areas in which the Dean is perceived as needing to improve. Every effort should be made by the Evaluation Coordinator to prepare a report that, while it may be critical, will be supportive and developmentally useful to the Dean.

d. Upon completion of the report, the Evaluation Coordinator shall submit the report to the Faculty Cabinet for review and approval. The Cabinet members shall review the report only to ensure that it maintains the anonymity of respondents and reports both strengths and weaknesses of the Dean. The Cabinet members may not request, and shall not be provided, access to individual evaluations.

4.12.27 Dissemination of Evaluation Report

a. Once the Evaluation Report is completed and approved by the Faculty Cabinet, it shall be submitted to the Dean and to the Provost.

b. The Chair of the Faculty Cabinet shall report to the Arts and Sciences Council that the procedure has been completed, a report prepared and approved by the Faculty Cabinet and submitted to the Dean and the Provost.

c. The Dean will be encouraged to use the Evaluation Report as a means of developing better skills as a Dean and becoming more responsive to the faculty, staff, and students of the College of Arts and Sciences. The Dean is encouraged to discuss the evaluations with the Evaluation Coordinator and with the Faculty Cabinet in order to gain a better understanding of how concerns might be addressed. Further, the Dean is encouraged to be as open as possible with the faculty and staff as a whole concerning efforts to address concerns.

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