



HIXSON-LIED COLLEGE OF FINE
AND PERFORMING ARTS

BYLAWS

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1.0 NAME

The name of the organization shall be the Hixson-Lied College of Fine and Performing Arts, University of Nebraska-Lincoln (sometimes referred to as the College or H-LCFPA in these Bylaws).

2.0 CONSTITUENTS

The Hixson-Lied College of Fine and Performing Arts shall consist of three academic units (the School of Art, Art History & Design, the Glenn Korff School of Music, the Johnny Carson School of Theatre and Film) and two centers (the Johnny Carson Center for Emerging Media Arts and the Mary Riepma Ross Media Arts Center).

3.0 AFFILIATES

Units affiliated with the College are the Center for Great Plains Studies Art Collection, the Lentz Center for Asian Culture, the Lied Center for Performing Arts, and the Sheldon Memorial Art Gallery and Sculpture Garden.

4.0 GOVERNANCE

The governance of the College lies with two groups, the faculty and the administrative component.

5.0 FACULTY

5.1 Powers of the faculty

The faculty of the College is the general approving body for matters not specifically assigned to the administrators by the Board of Regents. Within the limits of federal and state law, the Bylaws of the University of Nebraska Board of Regents, the UNL Bylaws, policies established by the office of the Chancellor, the Academic Senate, and the Graduate College¹, the faculty shall:

- 5.1.1 establish rules for the conduct of its business.
- 5.1.2 establish committees, assign their functions and responsibilities, and choose their members.
- 5.1.3 establish and amend the College Bylaws.
- 5.1.4 establish and regulate instructional content, including:

¹In case of a conflict among these entities, the “supremacy” of provisions is in the following order: (1) applicable law, (2) bylaws and policies of the Board of Regents, (3) UNL bylaws, (4) bylaws and rules of the College.

- 5.1.4.1 requirements for degrees (undergraduate and graduate).
 - 5.1.4.2 the academic programs for majors and minors.
 - 5.1.4.3 courses to be offered for credit in the College.
 - 5.1.5 establish procedures and regulations for students in the College regarding such matters as:
 - 5.1.5.1 admission.
 - 5.1.5.2 probation.
 - 5.1.5.3 dismissals.
 - 5.1.5.4 reinstatement.
 - 5.1.5.5 other matters related to the maintenance of proper academic standards.
 - 5.1.6 make recommendations for honorary degrees.
 - 5.1.7 consider other business brought before it by the Dean, the Executive Committee, individual faculty, or other authorized persons according to procedures outlined in these Bylaws.
 - 5.1.8 consider other items of broad interest to the welfare of the faculty.
- 5.2 Voting membership
- 5.2.1 The voting membership of the College shall consist of faculty who hold continuous, specific term, or regular/non-temporary special appointments of 0.5 FTE or greater and who are not working toward an advanced degree at the University of Nebraska-Lincoln.
 - 5.2.2 Faculty associated with more than one department shall vote in the department designated on the personnel action form as the home or tenured home department.
 - 5.2.3 Faculty members in other colleges shall not be voting members unless specifically authorized by action of the faculty of the Hixson-Lied College of Fine and Performing Arts.

6.0 COLLEGE ADMINISTRATION

- 6.1 The administrative component of the College shall include:
 - 6.1.1 the Dean.

6.1.2 the Associate Dean.

6.1.3 the Assistant Dean and/or one or more Special Assistants to the Dean.

6.1.4 the Administrative Council.

6.2 Duties of the College administrative component

The College Administrative Component is charged with the broad responsibility of leadership for the College, toward the broad goal of assisting the students and faculty of the College to achieve their goals in learning, teaching, research/creative activities, and service. Specifically it deals with:

6.2.1 maintaining effective communication with the Central Administration and other important campus constituencies.

6.2.2 overseeing academic programs, to include those that are collaborative with other campus units.

6.2.3 providing directives for college-wide strategic planning for the College.

6.2.4 coordinating all activities pertaining to admission and advising.

6.2.5 facilitating governance of all College affairs by the faculty.

6.3 The Dean

6.3.1 General responsibilities

The Dean, as chief administrative officer for the College, is responsible for the oversight of all aspects of the operation of the College, to include academic programs, personnel, physical facilities, student affairs, faculty governance, and the management of fiscal resources.

6.3.2 Performance reviews

The Dean's performance is reviewed annually by the Dean's immediate supervisor with a cumulative review ordinarily conducted after each five years of service. Reviews are conducted in accordance with UNL bylaw 2.3.2 ("Administrative Evaluation") on review and reappointment of academic administrative officers.

6.4 The Associate Dean

6.4.1 Appointment and term of service

The Associate Dean is appointed by the Dean with input from the College Executive Committee. In the terms of the Bylaws of the Board of Regents (sections 3.1 and 4.4), the

appointment as Associate Dean is a special appointment to the academic-administrative staff of the University.

6.4.2 General responsibilities

6.4.2.1 The Associate Dean reports to the Dean and is directly responsible for all matters pertaining to academic and student affairs in the College, including the following:

6.4.2.1.1 degree programs and curriculum.

6.4.2.1.2 accreditation and academic program review.

6.4.2.1.3 advising.

6.4.2.1.4 admissions.

6.4.2.1.5 academic distinction and awards.

6.4.2.1.6 summer sessions.

6.4.2.1.7 College-wide assessment.

6.4.2.1.8 College mentoring program.

6.4.2.1.9 special projects, programs and activities.

6.4.2.2 The Associate Dean serves as Acting Dean in the Dean's absence and assists the Dean as needed with the day-to-day operation of the College.

6.4.3 Performance reviews

The Associate Dean's performance is reviewed annually by the Dean. A cumulative review is conducted every three to five years in accordance with UNL bylaw 2.3.2 ("Administrative Evaluation") on review and reappointment of academic administrative officers.

6.5 Assistant Dean for Business and Fiscal Affairs and/or Special Assistants to the Dean

6.6 Administrative Council

6.6.1 The Administrative Council serves as the management team for the College, and consists of the following individuals:

6.6.1.1 the Dean

6.6.1.2 the Associate Dean for Academic Affairs

6.6.1.3 the Director of the School of Art, Art History & Design

6.6.1.4 the Director of the Johnny Carson School of Theatre and Film

6.6.1.5 the Director of the Glenn Korff School of Music

6.6.1.6 the Director of the Johnny Carson Center for Emerging Media Arts

6.6.1.7 the Assistant Dean of Business and Fiscal Affairs

6.6.2 The Administrative Council meets regularly during the academic year as deemed necessary and appropriate by the Dean.

7.0 COLLEGE FACULTY MEETINGS

7.1 The College faculty shall meet at least once each semester.

7.2 Presiding at meetings

7.2.1 The Dean shall preside at meetings of the faculty.

7.2.2 In the absence of the Dean, the Associate Dean shall preside.

7.2.3 In the absence of the Dean or the Associate Dean, the faculty shall elect a representative to chair the meeting.

7.3 Secretary

The Administrative Assistant to the Dean shall serve as the Secretary for the College Faculty Meetings.

7.4 Parliamentary

The Dean shall appoint a Parliamentarian at the first meeting of each academic year.

7.5 A meeting of the College Faculty and Staff may be called by:

7.5.1 the Dean.

7.5.2 the Executive Committee, upon formal request to the Dean.

7.5.3 a written request by at least ten (10) of the College's voting membership.

7.6 Notification requirements

- 7.6.1 A call for a meeting shall be distributed in writing to the faculty by the Dean no less than one week before the meeting.
- 7.6.2 Copies of the agenda and pertinent information shall be provided to the faculty no less than three working days prior to the meeting.
- 7.6.3 These requirements may be waived by a quorum in the case of an emergency meeting.
- 7.6.4 The agenda of each meeting is to be sent to the Undergraduate Student Advisory Board and the Graduate Student Advisory Board. (see 7.11)
- 7.7 Meeting agenda.

Items may be placed on the agenda as follows:

 - 7.7.1 by the Dean
 - 7.7.2 by the Executive Committee, upon written request to the Dean
 - 7.7.3 by at least five (5) of the voting membership, who shall submit the item in writing to the Dean's office no less than two weeks prior to the scheduled meeting
 - 7.7.4 by action from the floor, provided that no substantive matter introduced at the meeting be voted on during the same meeting
- 7.8 Quorum
 - 7.8.1 A quorum of at least five (5) voting members from each of the academic units must be present before any business can be transacted.
 - 7.8.2 If an item has been presented in advance at two successive meetings at which a quorum has not been present, then the membership present shall constitute a quorum for the purpose of acting on that particular item.
- 7.9 Mail/e-mail ballots
 - 7.9.1 A motion to refer an item to a mail/e-mail ballot of the faculty shall be in order after the call for the question but before the vote is taken on any substantive matter before the faculty.
 - 7.9.2 A motion to have a mail/e-mail ballot shall be adopted providing twenty-five (25) percent of the members present or ten (10) members, whichever is greater, favor it.
 - 7.9.3 A mail/e-mail ballot may be used only for substantive issues.

7.9.4 In the case of a mail/e-mail ballot, a summary of the arguments germane to the motion's issue shall be prepared by the Secretary and sent, along with the ballot, to each member of the College faculty.

7.10 Elections

7.10.1 All elections, including those conducted through mail/e-mail ballots, shall be decided by majority vote of all members voting.

7.10.2 If a majority is not reached on the first ballot, a second balloting on the two candidates receiving the highest number of votes shall be held.

7.11 Student representation

Two student organizations may have representation at the College faculty meetings.

7.11.1 Undergraduate Student Advisory Board

7.11.2 Graduate Student Advisory Board

7.11.3 Guidelines for participation:

7.11.3.1 Representatives are non-voting.

7.11.3.2 Representatives shall be selected from their respective memberships.

7.11.3.3 A maximum of two representatives from either organization may attend.

7.11.3.4 Representatives must be majoring in a program in the Hixson-Lied College of Fine and Performing Arts.

7.12 Limitations

Except when otherwise provided in these Bylaws, all procedures shall be in accord with the latest edition of Robert's Rules of Order.

8.0 REGULATIONS GOVERNING ALL COLLEGE COMMITTEES

8.1 Standing committees

There shall be the following standing committees and student organizations in the College:

8.1.1 Executive Committee

8.1.2 Apportionment Committee

- 8.1.3 Curriculum Committee
- 8.1.4 Academic Distinction and Awards Committee
- 8.1.5 Grading Appeals Committee
- 8.1.6 Program Advisory Council
- 8.1.7 Faculty Research Travel Committee
- 8.1.8 Technology Committee
- 8.1.9 Undergraduate Student Advisory Board
- 8.1.10 Graduate Student Advisory Board
- 8.2 Rules regulating other standing committees
 - 8.2.1 All other standing committees will be established, modified, or terminated, as needed, by the majority vote of those present and voting at a College faculty meeting.
 - 8.2.2 The faculty shall prescribe the responsibilities and method of selection of such committees.
 - 8.2.3 Each standing committee shall report to the faculty at least once each year.
- 8.3 Ad-hoc committees
 - 8.3.1 The College may establish ad-hoc committees with appointment by the Dean after consultation with the Administrative Council and Executive Committee in order to effectively manage College affairs.
 - 8.3.2 All ad-hoc committees will be given a specific charge and time frame for the execution of their responsibilities.
- 8.4 General term regulations
 - 8.4.1 Terms of office on all committees, except those held by permanent appointment, shall be staggered.
 - 8.4.2 Faculty members shall be elected and student members shall be appointed in the spring semester.
 - 8.4.3 All terms will begin with the opening of the fall semester, except in the cases of members appointed by the Dean to fill unexpected vacancies.

9.0 REGULATIONS GOVERNING STANDING COMMITTEES

9.1 Executive Committee

9.1.1 Membership

9.1.1.1 the Dean

9.1.1.2 the Associate Dean

9.1.1.3 three members (at least one must be an art historian*) nominated and elected from and by the School of Art, Art History & Design

9.1.1.4 three faculty members (at least one must be a faculty member whose research/creative activity is dedicated at least 50 percent to scholarly research and publication*) nominated and elected from and by the Glenn Korff School of Music

9.1.1.5 three faculty members nominated and elected from and by the Johnny Carson School of Theatre and Film

*Should such a faculty member be either unavailable or unwilling to serve, then that position may be filled by any qualified faculty member from that school.

9.1.2 Rules of membership

9.1.2.1 All Executive Committee members must be full-time, tenured faculty members in the College.

9.1.2.2 No Executive Committee member may be a director.

9.1.2.3 Term of office shall be four years.

9.1.2.4 Elections shall be held in the spring semester and terms shall begin in the fall semester.

9.1.2.5 Persons who have served two consecutive terms may not succeed themselves on the committee.

9.1.2.6 Temporary vacancies shall be filled for the duration of the vacancy through appointment by the appropriate director in consultation with the Dean.

9.1.2.7 Other vacancies occurring, except those by expiration of term, shall be filled by vote of the faculty in the school represented by the vacating member.

9.1.2.8 If such a school election cannot take place immediately, the position may be filled by appointment of the Dean with the concurrence of the Executive Committee.

9.1.3 Functions and responsibilities

9.1.3.1 The Executive Committee shall meet at least three times each semester.

9.1.3.2 The Committee shall serve in an advisory capacity to the Dean, and shall discuss and act upon issues involving College business and the general welfare of the College, including:

9.1.3.2.1 consideration of action on recommendations for tenure and promotions in rank (Tenure and promotion guidelines will adhere to those published in the Bylaws of the Board of Regents and those policies in the Guidelines for the Evaluation of Faculty: Annual Evaluations, Promotion, and Tenure of the University of Nebraska-Lincoln).

9.1.3.2.2 consultation with the Dean on selections of directors.

9.1.3.2.3 service as an appeals committee for individual staff members who desire clarification of their status within the College.

9.1.3.2.4 service as an appeals committee for directors of schools regarding budget or any other matter affecting the welfare of the or school.

9.1.3.2.5 presentation at the appropriate time to the faculty for its vote nominees for membership on the Academic Senate Committee on Committees.

9.1.4 Governance procedures

9.1.4.1 The Dean shall be chair of the Executive Committee.

9.1.4.2 In the Dean's absence, the Associate Dean shall act as chair.

9.1.4.3 Either the Dean or the elected faculty member with the most seniority rank and total years of service in the College may convene the Committee.

9.1.4.4 In an unusual circumstance, a majority of the elected members of the Executive Committee may call a meeting to deliberate and make judgments on any issue dealing with the business or general welfare of the College.

9.1.4.5 The results of these deliberations may be presented to the College as a whole, as well as to other administrative levels in the University.

9.2 Apportionment Committee

9.2.1 Membership

9.2.1.1 all elected members of the Executive Committee.

9.2.2 Rules of Membership

9.2.2.1 rules of Executive Committee membership (9.1.2) will apply

9.2.3 Functions and responsibilities

The Committee shall serve as the College's apportionment grievance committee, as stipulated in the Board of Regents Bylaws [4.3 (b)(2)(i)].

9.2.4 Governance procedures

9.2.4.1 At the first Executive Committee meeting of the academic year, elected committee members will elect an Apportionment Committee chair from amongst themselves for that academic year.

9.2.4.2 The chair will convene the Apportionment Committee in the event of a submitted grievance.

9.2.4.3 Any Executive Committee member who is party to a grievance must recuse himself or herself from the deliberations and decision.

9.2.4.4 For each grievance, the faculty member and the unit administrator will individually submit their cases in writing to the chair of the Apportionment Committee. Upon its review of the submitted narratives, the Apportionment Committee may request additional documents, data, or material from either or both individuals. In addition, the Apportionment Committee may request to meet with one or both of the individuals involved, either together or separately.

9.2.4.5 As stipulated in the Board of Regents Bylaws, "the committee shall consider the positions of each party in relation to the departmental and college missions, as well as the faculty member's overall areas of professional competence and expertise. The committee shall decide whether the apportionment of the faculty member's responsibilities shall be changed and, if so, in what manner. The decision of the committee shall be reasonably within the faculty member's overall areas of professional competence and expertise; it shall be in writing and it shall not violate the rights and responsibilities of the faculty member provided in Sections 4.1 and 4.2 of these [Regental] Bylaws. It shall be final, subject only to review by the committees established by Sections 4.13, 4.14, and 4.15 of these Bylaws."

9.2.4.6 In so much as the responsibilities of "the committees established by Sections 4.13, 4.14, and 4.15" (Grievance Committee, Academic Freedom and Tenure Committee, and Professional Conduct Committee) are subsumed under the purview of the Academic Rights and Responsibilities Committee at UNL, any further pursuit of the grievance (should either party be dissatisfied with the decision of the College Apportionment Committee) should be directed to the ARRC.

9.3 Curriculum Committee

9.3.1 Membership

The Curriculum Committee shall consist of 10 members:

9.3.1.1 the Associate Dean for Academic Affairs, who serves as the non-voting Chair

9.3.1.2 Three (3) school curriculum committee chairs:

The chair of the undergraduate curriculum committee in the School of Art, Art History & Design

The chair of the undergraduate committee in the Glenn Korff School of Music

The chair of the curriculum committee in the Johnny Carson School of Theatre & Film

9.3.1.3 Three (3) elected faculty members:

one faculty member elected by the faculty in the School of Art, Art History & Design

one faculty member elected by the faculty in the Glenn Korff School of Music

one faculty member elected by the faculty in the Johnny Carson School of Theatre and Film

9.3.1.4 Two (2) student representatives:

one full-time undergraduate student majoring in a program in the College (selected from the Undergraduate Student Advisory Board)

one graduate student majoring in a program in the College (selected from the Graduate Student Advisory Board)

9.3.1.5 The Assistant Director of Academic Programs and Processes

9.3.2 Rules of Membership

9.3.2.1 Elected faculty members serve three-year staggered terms

9.3.2.2 Terms begin at the start of the fall semester following election

9.3.2.3 Elected faculty members may not serve more than two consecutive terms

9.3.2.4 student members serve one-year terms that begin upon selection

9.3.2.6 temporary vacancies shall be filled by the Associate Dean for Academic Affairs, in consultation with the Director of the School in which the vacancy has occurred

9.3.2.7 a member appointed to complete an unexpired term is eligible to serve for two subsequent three-year terms, if the unexpired term is one year or less.

9.3.3 Guests may be invited to attend meetings of the Curriculum Committee to provide relevant information, but not to vote

- 9.3.4 The Chair shall distribute the agendas for and minutes of all Curriculum Committee meetings to the committee members.

Dates and times of meetings will be set by the Chair to conform with campus-level curricular deadlines and processes, and shared with college faculty and administration.

Additional meetings may be called as necessary.

- 9.3.5 Functions and responsibilities

The Committee's general responsibility is to supervise undergraduate curricula in the College. The committee shall consider student need, duplication, intellectual content, and relationships with other College and university programs. The committee's specific duties are to:

- 9.3.5.1 approve additions, deletions, and revisions of courses.

- 9.3.5.2 Approve modifications to college degree programs; review and recommend to the college faculty for their approval any proposals to create, delete, or significantly modify college degree programs when such modifications will impact multiple units in the college.

- 9.3.5.3

serve as the overall academic planning group for the College.

- 9.4 Academic Distinction and Awards Committee

- 9.4.1 Membership

- 9.4.1.1 the Associate Dean, who serves as the non-voting Executive Secretary

- 9.4.1.2 one faculty member selected by the Faculty in the School of Art, Art History & Design

- 9.4.1.3 one faculty member selected by the Faculty in the Glenn Korff School of Music

- 9.4.1.4 one faculty member from selected by the Faculty in the Johnny Carson School of Theatre and Film

- 9.4.1.5 one representative from the four affiliated units (chosen by the Dean in consultation with the heads of the affiliate units)

- 9.4.1.6 one full-time undergraduate student majoring in a degree program in the College (selected by the Undergraduate Student Advisory Board)

- 9.4.1.7 one graduate student majoring in a degree program in the College (selected by the Graduate Student Advisory Board)

- 9.4.1.8 College Advising Coordinator (Ex Officio)

9.4.2 Rules of membership

9.4.2.1 The faculty members from the academic units shall be elected by the faculty in their respective academic units.

9.4.2.2 The term of office for faculty members shall be three years.

9.4.2.3 The term of office for student members is one year.

9.4.2.4 Faculty members shall be elected during the spring semester and terms shall begin with the opening of the fall semester.

9.4.3 Functions and responsibilities

9.4.3.1 Within general criteria set by the faculty, make decisions regarding the awarding of Distinction, High Distinction, or Highest Distinction, and present its recommendations to the Dean.

9.4.3.2 Select:

9.4.3.2.1 students to be nominated by the College for special scholarships and fellowships.

9.4.3.2.2 the recipients of College Distinguished Teaching Awards.

9.4.3.2.3 nominees to be forwarded for campus-wide and university-wide Distinguished Teaching and Research Awards.

9.4.3.2.4 nominees for honorary degrees and Master's Week honorees.

9.4.3.3 design and publicize its criteria and procedures for award nominations and selection.

9.5 Grading Appeals Committee

9.5.1 Membership

The Grading Appeals Committee shall consist of five voting members, three faculty and two students as follows:

9.5.1.1 the Associate Dean, who serves as the non-voting Executive Secretary

9.5.1.2 one faculty member and one alternate elected by the Faculty in the School of Art, Art History & Design

9.5.1.3 one faculty member and one alternate elected by the Faculty in the Glenn Korff School of Music

9.5.1.4 one faculty member and one alternate elected by the Faculty in the Johnny Carson School of Theatre and Film

- 9.5.1.5 one graduate teaching assistant student and one alternate majoring in a degree program in the College, selected by the Graduate Student Advisory Board
- 9.5.1.6 one full-time undergraduate student and one alternate majoring in a degree program in the College, selected by the Undergraduate Student Advisory Board
- 9.5.2 Rules of membership
 - 9.5.2.1 Faculty members shall serve staggered three-year terms.
 - 9.5.2.2 The committee chair must be a member of the faculty.
 - 9.5.2.3 The committee chair is to be chosen by the committee at the last meeting of the preceding academic year.
 - 9.5.2.4 The term of office for student members is one year.
- 9.5.3 Guests
 - 9.5.3.1 The committee will routinely invite a liaison member of the Dean's office staff to be present during consideration of a case. He or she will not have a vote.
- 9.5.4 Functions and responsibilities
 - 9.5.4.1 The function of the Grading Appeals Committee is as follows:
 - 9.5.4.1.1 to serve as the College appeal committee beyond the school grading appeals committees.
 - 9.5.4.1.2 to stand as the final grading appeals committee in the College.
 - 9.5.4.1.3 to create and maintain a set of rules, procedures, and standards for the judgment of cases.
 - 9.5.4.1.4 to seek conciliation as well as judgment in considering the cases brought before it.
 - 9.5.4.2 The Grading Appeals Committee's responsibility is to ensure due process in grading procedure. In the case of a disputed final course grade, the committee task is to attempt, through examination of evidence and consultation with both disputants, to protect students against arbitrary, capricious or prejudiced evaluation on the part of the instructor or others in the department, if such evaluation can be shown to have had an impact on the course grade.
 - 9.5.4.3 The Grading Appeals Committee must accept an appeal only if it is satisfied that there is reason to suspect that the awarding of the grade may have involved a denial of due process through capricious or prejudiced action. Therefore, it shall not:

- 9.5.4.3.1 undertake to resolve disputes about a student's knowledge of a particular subject matter. (Indeed, the obligatory removal of faculty from hearings involving their disciplines divests the committee of competence to judge learning accomplishment.)
 - 9.5.4.3.2 take a role in a case solely based on the ground that failure to change a grade will prevent graduation or cause the loss of financial assistance.
 - 9.5.4.4 The Grading Appeals Committee will not consider appeals involving:
 - 9.5.4.4.1 violation of law,
 - 9.5.4.4.2 violation of University rules or regulations,
 - 9.5.4.4.3 disruptive or insubordinate behavior,
 - 9.5.4.4.4 cheating on examinations, or
 - 9.5.4.4.5 general complaints about the way the course was conducted.
 - 9.5.4.5 For information about tribunals of recourse for complaints not addressed by the Grading Appeals Committee, the aggrieved party should contact Student Affairs or the Academic Senate Office.
- 9.5.5 Disqualification regulations
 - 9.5.5.1 In cases involving a member of one of the schools represented on the committee:
 - 9.5.5.1.1 that school's representative must absent him/herself from the College committee's deliberations.
 - 9.5.5.1.2 disqualified committee members may nevertheless appear to provide evidence.
 - 9.5.5.1.3 the Dean of the College will appoint a replacement for a disqualified faculty.
 - 9.5.5.2 In cases involving a student member of the committee:
 - 9.5.5.2.1 such students must absent him/herself from the deliberations.
 - 9.5.5.2.2 a disqualified graduate student member will be replaced, for that case only, by action of the Graduate Student Advisory Board.
 - 9.5.5.2.3 a disqualified undergraduate student will be replaced, for that case only, by action of the Undergraduate Student Advisory Board.

9.6 Program Advisory Council

9.6.1 Membership

9.6.1.1 the Dean

9.6.1.2 the Associate Dean

9.6.1.3 the Director of the School of Art, Art History & Design

9.6.1.4 the Director of the Glenn Korff School of Music

9.6.1.5 the Director of the Johnny Carson School of Theatre and Film

9.6.1.6 the Director of the Center for Great Plains Studies or the Curator of the Great Plains Art Museum

9.6.1.7 the Director of the Lied Center for Performing Arts

9.6.1.8 the Director of the Sheldon Museum of Art

9.6.1.9 the Director of the Mary Riepma Ross Media Arts Center

9.6.1.10 additional members may be added on an as-needed basis to include representatives from other areas or sub-areas of the College.

9.6.2 Voting

The Program Advisory Council is a non-voting body.

9.6.3 Functions and responsibilities

9.5.3.1 to exchange information and opinions on subjects of interest to and pertinent to the welfare of the College, the affiliated units, and the Fine and Performing Arts.

9.5.3.2 to act as a forum for developing cooperative programming.

9.5.3.3 to coordinate responses from the arts units to requests for their involvement in special programs or activities.

9.7 Faculty Research Travel Committee

9.7.1 Membership

9.7.1.1 The Faculty Research Travel Committee will consist of the following:

9.7.1.1.1 the Associate Dean, who serves as the non-voting Executive Secretary

9.7.1.1.2 two faculty members elected by the faculty in the School of Art, Art History & Design

9.7.1.1.3 two faculty members elected by the faculty in the Glenn Korff School of Music

9.7.1.1.4 two faculty members elected by the faculty in the Johnny Carson School of Theatre and Film

9.7.1.2 Committee members will serve three-year staggered terms.

9.7.2 Functions and responsibilities

The function of the Faculty Research Travel Committee is to evaluate applications submitted by qualified faculty seeking support for off-campus research and creative activity, and to determine which applications merit funding.

9.8 Technology Committee

9.8.1 Membership

9.8.1.1 the Dean, who serves as the Committee Chair

9.8.1.2 the Associate Dean

9.8.1.3 one faculty member elected by the faculty in the School of Art, Art History & Design

9.8.1.4 one faculty member elected by the faculty in the Glenn Korff School of Music

9.8.1.5 one faculty member elected by the faculty in the Johnny Carson School of Theatre and Film

9.8.1.6 the College Coordinator of Technology

9.8.1.7 a representative from the campus IS division (in an advisory capacity)

9.8.1.8 one full-time undergraduate student from the College Undergraduate Student Advisory Board (endorsed by the School Director)

9.8.1.9 one graduate student from the College Graduate Student Advisory Board (endorsed by the School Director)

9.8.2 Rules of Membership

9.8.2.1 faculty members shall serve for a three-year term, renewable once consecutively

9.8.2.2 student members shall serve for a one-year term, renewable once consecutively

9.8.2.3 directors of schools are not eligible, but associate directors may be elected

- 9.8.2.4 temporary vacancies shall be filled by the Dean, with the concurrence of the Executive Committee
- 9.8.2.5 other faculty vacancies shall be filled by election of the Faculty of the unit in which the vacancy has occurred
- 9.8.2.6 a faculty member elected or appointed to complete an unexpired term, who serves less than one-half the regular three-year extent of that term is eligible to serve for two subsequent three-year terms
- 9.8.2.7 faculty terms of service will be staggered
- 9.8.3 Guests from other units or Colleges may be invited to attend meetings of the Technology Committee.
- 9.8.4 Functions and responsibilities

The Committee's general responsibility is to serve as needed in an advisory role to the Dean and as liaison between the Dean's office and the College units on all matters pertaining to technology in the College. The committee's specific duties are to:

 - 9.8.4.1 provide advice relative to curriculum in digital media courses and programs, as well as in those curricular matters that involve the use of technology to a significant degree
 - 9.8.4.2 provide advice relative to grant proposals that are dependent on the use of technology
 - 9.8.4.3 provide input into the development of position descriptions for faculty and staff whose primary responsibilities lie in the area of technology
 - 9.8.4.4. make recommendations regarding the development of new and/or innovative technology-related curricula, programs and activities, as well as to encourage the improvement of technology-related curricula and programs already in place
 - 9.8.4.5 provide advice relative to maintenance of the College website
 - 9.8.4.6 make recommendations regarding programs for faculty and staff development
 - 9.8.4.7 provide advice relative to technology-related collaborative opportunities between the College and other campus units
 - 9.8.4.8 serve as a liaison on matters of technology to curriculum committees in each of the College's academic units
 - 9.8.4.9 provide input into the long range planning process for sustaining technology support in the College
 - 9.8.4.10 provide advice, as appropriate, to other campus units and personnel on matters of technology in the arts

9.9 Undergraduate Student Advisory Board

9.9.1 Membership

9.9.1.1 four undergraduate students from the School of Art, Art History & Design

9.9.1.2 four undergraduate students from the Glenn Korff School of Music

9.9.1.3 four undergraduate students from the Johnny Carson School of Theatre and Film

9.9.2 Rules of membership

9.9.2.1 Members must be full-time undergraduate students majoring in a College degree program.

9.9.2.2 Members are elected in accordance with the Association of Students at the University of Nebraska guidelines.

9.9.2.3 Members serve a two-year staggered term and are eligible for election to a second two-year term.

9.9.2.4 Terms begin in May.

9.9.3 Functions and responsibilities

9.9.3.1 advocate undergraduate educational quality of the College

9.9.3.2 establish and maintain a liaison of communication with undergraduate students in order to gain student opinions and concerns and to inform students of current College issues

9.9.3.3 provide opportunities for formal and informal contact for undergraduate students with the Dean and the College faculty

9.9.3.4 appoint undergraduate members to College standing committees

9.9.3.5 provide assistance to the Dean with selected College-wide programs as appropriate

9.10 Graduate Student Advisory Board

9.10.1 Membership

9.10.1.1 two graduate students from the School of Art, Art History & Design

9.10.1.2 two graduate students from the Glenn Korff School of Music (one must be a doctoral student)

- 9.10.1.3 two graduate students from the Johnny Carson School of Theatre and Film
- 9.10.2 Rules of membership
 - 9.10.2.1 Members must be full-time graduate students majoring in a College degree program.
 - 9.10.2.2 Members serve a two-year staggered term.
 - 9.10.2.3 Members are appointed to the Board by the Dean, upon the recommendation of their respective unit head.
 - 9.10.2.4 Terms begin at the start of the fall semester.
- 9.10.3 Functions and responsibilities
 - 9.10.3.1 serve as a liaison between the Dean and the graduate student body in the College
 - 9.10.3.2 represent the educational interests of the graduate student body in the College
 - 9.10.3.3 provide opportunities for formal and informal contact for graduate students with the Dean and the College faculty
 - 9.10.3.4 appoint graduate members to College standing committees
 - 9.10.3.5 provide assistance to the Dean with selected graduate-level events in the College as appropriate

10. SCHOOL ADMINISTRATIVE ORGANIZATION

- 10.1 Director
 - 10.1.1 Appointment
 - 10.1.1.1 Directors are recommended for appointment by the Dean to the Executive Vice Chancellor and Chief Academic Officer.
 - 10.1.1.2 Unit faculty must be consulted by the Dean as a part of the appointment process.
 - 10.1.2 Review
 - 10.1.2.1 A Director's performance is reviewed annually by the Dean, with input from faculty and staff in the Director's unit. A cumulative review is conducted after each three to five years of service. Reviews are conducted in accordance with UNL bylaw 2.3.2 ("Administrative Evaluation") on review and reappointment of academic administrative officers.

10.1.2.2 The Dean has the prerogative of reviewing the performance of directors at any time during their term of office.

10.2 Bylaws

10.2.1 Schools must adopt their own bylaws and procedures and in them attempt to denote, as specifically as possible, policies of the school concerning such issues as:

10.2.1.1 duties and responsibilities of its officers, faculty, and committees.

10.2.1.2 criteria for promotion and tenure.

10.2.1.3 conduct of school meetings.

10.2.2 Such bylaws must be in agreement with the Bylaws of the Board of Regents, the Bylaws of the University of Nebraska-Lincoln, and the Hixson-Lied College of Fine and Performing Arts Bylaws.

10.3 Graduate Committees

10.3.1 Each administrative unit authorized to offer major work leading to the Master's or Doctor's degree shall have a Graduate Committee.

10.3.2 Graduate committees must conform to the following guidelines:

10.3.2.1 They shall consist of no fewer than three Graduate Faculty Members, one of whom is designated as the committee chairperson.

10.3.2.2 Graduate Committee members and the committee chairperson are appointed by the Office of Graduate Studies, based on recommendations by the administrative unit through the chairperson of the interdepartmental area, school director, or academic Dean, as appropriate.

10.3.2.3 Graduate Committees are responsible for the general supervision of graduate work in their administrative units.

10.3.2.4 The chairperson of the Graduate Committee has administrative duties, which may include the following responsibilities:

10.3.2.4.1 approving applicants to graduate programs,

10.3.2.4.2 coordinating graduate advising, and

10.3.2.4.3 recruitment for graduate teaching assistantships.

10.4 Other administrative entities

10.4.1 Other school officers

10.4.1.1 The director may recommend the appointment of an additional officer or officers to assist in the administration of the school, if necessary.

10.4.1.2 A chief adviser may be appointed to coordinate advising of undergraduate majors in the school. The prerogatives of such an advisor may include the portioning out of advising assignments.

10.4.2 Other committees

The school may establish other committees, standing or ad hoc, for the conduct of school affairs.

10.4.2.1 Advisory or Executive Committee (especially recommended)

10.4.2.1.1 Role of an advisory or executive committee

10.4.2.1.1.1 to assist the director in the performance of school business

10.4.2.1.1.2 to provide the director consultation that represents the beliefs and preferences of the unit's faculty

10.4.2.1.2 Governance

10.4.2.1.2.1 The committee would normally be elected by a majority of the unit's faculty.

10.4.2.1.2.1 The committee meets at stated intervals.

10.4.2.1.2.1 The duties and responsibilities of the committee are articulated clearly in the bylaws of the academic unit.

10.4.2.2 Additional committees

Additional committees may be elected by the school or appointed by the director. Some typical school standing committees, in addition to an advisory or executive committee, are:

10.4.2.2.1 Curriculum Committee

10.4.2.2.2 Grading Appeals Committee

10.4.2.2.3 Scholarship Committee

10.4.2.2.4 Library Committee

10.4.3 Faculty meetings

10.4.3.1 A school shall have regular faculty meetings scheduled at the convenience of its members.

10.4.3.2 The term "faculty," in this context, includes all faculty who hold appointments of 0.5 FTE or greater.

10.4.3.3 Representation with voting rights from graduate and undergraduate students is permitted at the discretion of the school.

10.4.3.4 Matters to be considered at faculty meetings primarily consist of policies concerning the academic program and the general welfare of the school and the College.

10.4.3.5 A record of the agenda for each meeting should be kept, and minutes of meetings should be distributed.

10.4.4 Actions required by the College of schools

10.4.4.1 Provide the College a recommendation on reappointment for all tenure-leading faculty members and professors of practice

10.4.4.2 Provide the College recommendations for awarding tenure

In order to assure that the important process of consideration for tenure be carried out in a fair and equitable manner, each school is to have in place a systematic, well-defined procedure through which all faculty who are untenured and/or who have not reached the full professor rank are evaluated and considered as candidates for promotion and/or tenure.

10.4.4.2.1 Publicize the particulars of this procedure to its faculty

10.4.4.2.2 State clearly to faculty members at the time they are under scrutiny for tenure the outcome of the application of these procedures to their cases as part of their annual review with the director

10.4.4.3 Provide the College recommendations based on annual reviews of all tenured faculty

10.4.4.4 Set up an in-house procedure to consider student grading appeals

12. INTERDEPARTMENTAL CURRICULUM OPTION

The College permits the development of interdepartmental programs of study impossible within the purview of any one department, school or program or through a regular major or minor. Such programs would be interdisciplinary, interdepartmental inventions that draw upon the resources and strengths of the College's academic units and that are fashioned in combinations not regularly established.

12.1 Guidelines for development

- 12.1.1 Programs of study are to be initiated by groups of interested faculty, and presented as a formal proposal to the Dean
- 12.1.2 The Dean then appoints an ad hoc planning committee to work out the particulars of a proposal
- 12.1.3 The proposal must gain approval of the following authorities in the order in which they are listed:
 - 12.1.3.1 directors of all schools involved in the proposal
 - 12.1.3.2 the Dean
 - 12.1.3.3 the College Executive Committee
 - 12.1.3.4 the College Curriculum Committee
 - 12.1.3.5 the College Faculty at an open meeting
- 12.2 Guidelines for program supervision and review
 - 12.2.1 The planning committee is to be appointed as an area study committee, which has responsibility for the following:
 - 12.2.1.1 reviewing the program requirements periodically
 - 12.2.1.2 advising students in the program
 - 12.2.1.3 assisting with scheduling
 - 12.2.1.4 preparing and reviewing material contained in the university catalogue

13. RELATIONSHIP OF THE COLLEGE TO THE GRADUATE COLLEGE

There is an over-arching Graduate College for the entire University of Nebraska. It encompasses graduate studies and research and creative activity in every academic unit of the university and adjudicates graduate issues of system-wide significance. Within the University of Nebraska-Lincoln, in parallel with the University Graduate College, the UNL Graduate College presides over all UNL graduate activities. Both have a Dean and a deliberative and executive faculty body. Both of these bodies bear the name Graduate Council. The greater, system-wide council is the Executive Graduate Council. The lesser of the two is the Graduate Council of the University of Nebraska-Lincoln which, acting as the agent of the graduate faculty on the Lincoln campuses, governs the graduate components of the various academic units of those campuses. The various graduate programs of the Hixson-Lied College of Fine and Performing Arts are subject to the regulations of the UNL Graduate College as articulated by the UNL Graduate Dean and the UNL Graduate Council.

- 13.1 In planning its graduate program each school in the Hixson-Lied College of Fine and Performing Arts is obliged to operate within the regulations of the Graduate College.
- 13.2 Graduate curriculum proposals
 - 13.2.1 Courses of the College carrying graduate credit must have the approval of the UNL Graduate Council.
 - 13.2.2 College schools must address directly the UNL Graduate Council for acceptance of new graduate courses and changes in graduate courses.
 - 13.2.3 College schools must notify the College Curriculum Committee of their proposals involving graduate courses.
 - 13.2.4 When graduate courses are approved by the UNL Graduate Council, notification is forwarded to the Executive Graduate Council.
- 13.3 UNL Policy for appointing Graduate Faculty (Effective June 9, 2003)
 - 13.3.1 The “Graduate Member” and “Graduate Fellow” designations are replaced by one designation: “Graduate Faculty.” Graduate Faculty possess all of the potential roles and responsibilities previously associated with Graduate Fellow.
 - 13.3.2 Every current Graduate Member and Graduate Fellow is automatically granted Graduate Faculty status. This includes all current Members and Fellows, regardless of academic rank or appointment.
 - 13.3.3 Every current and future tenure-line faculty member is automatically granted Graduate Faculty status. No application or review process of any kind is required. In the case of future hires, it is assumed that the department faculty are making a conscious decision to grant Graduate Faculty status simultaneous with the hiring decision.
 - 13.3.4 The faculty member must be in a tenured or tenure-leading position, possess a terminal degree and hold a primary appointment in a department that houses a graduate major.
 - 13.3.5 Faculty members who are hired “ABD” will not be granted Graduate Faculty status until the terminal degree has been awarded. When the terminal degree has been completed, the faculty member is automatically granted Graduate Faculty status without an application or review process.
 - 13.3.6 Non-tenure-line faculty (any full- or part-time appointment that does not hold the potential for tenure) who are not automatically granted Graduate Faculty status in 13.3.2 above must apply for Graduate Faculty status.
 - 13.3.7 Masters degree committees are now composed of at least three Graduate Faculty; doctoral committees are now composed of at least four Graduate Faculty. The Office of Graduate Studies will keep an official list of the Graduate Faculty.

14. POLICIES ON HANDLING BYLAWS

- 14.1 The Dean shall ensure that each member of the faculty receives a copy of the College Bylaws as well as copies of subsequent changes adopted by the membership.
- 14.2 Passage of a motion to change the Bylaws requires a favorable vote by two-thirds of the members of the College faculty voting.
- 14.3 Additional processes related to the amendment of the College Bylaws may be required by the Board of Regents Bylaws, which should be consulted in conjunction with any proposal to amend the College's Bylaws.

THE INDIVIDUAL FACULTY MEMBER

15. RIGHTS AND RESPONSIBILITIES

15.1 Obligations

Faculty members have at least three obligations to the College and University.

15.1.1 Obligation to the faculty/student relationship within and outside of the classroom

Faculty members must:

15.1.1.1 competently present the material of their disciplines.

15.1.1.2 be available to their students for additional direction and counsel.

15.1.1.3 adhere to the pedagogical responsibilities of a faculty member as stated in the Bylaws of the Board of Regents, Chapter IV, 4.1.

15.1.1.4 be informed of and comply with all policies and practices concerning student records as stated in the Student Records Policy in the University of Nebraska-Lincoln Bulletin.

15.1.2 Obligation to maintain professional competence by:

15.1.2.1 maintaining command of developments in their fields.

15.1.2.2 developing their capacities for research or creative activity in which they are professionally trained.

15.1.2.3 pursuing that research or creative discipline.

15.1.3 Obligation to render administrative service usually through participation as follows:

15.1.3.1 on committees at school, college and university levels.

15.1.3.2 in the Academic Senate.

15.1.3.3 development of new programs

15.1.3.4 professional or scholarly service outside the university, etc.

15.2 Mentors for new faculty

15.2.1 Each faculty member on joining the College shall be assigned a mentor.

15.2.2 The mission of the mentor is to help new faculty adapt to the campus setting by serving as a resource in matters concerning the Research Council and teaching grants, reappointment files, campus traditions, and university policies and politics.

15.2.3 Appointments

15.2.3.1 Mentors shall be appointed by the Dean in consultation with the directors of the new faculty members.

15.2.3.2 Mentors shall be chosen from the College.

15.2.3.3 Mentor appointments normally shall be for one year, but longer terms are possible.

15.2.4 Meetings

15.2.4.1 The Dean shall arrange one occasion in the fall term for mentors and new faculty to come together.

15.2.4.2 Otherwise, meetings are at the discretion of the newcomer and mentor.

15.3 Procedures in advising

15.3.1 Advisers are assigned by school coordinators.

15.3.2 Advisers generally have two responsibilities:

15.3.2.1 Counseling during the early registration period during which the faculty member seeks to help students identify courses that best correspond to their individual interests and satisfy requirements in their major and other fields.

15.3.2.2 A more general advising role in which the faculty member discusses with the student his or her academic interests, talents, and personal goals.

16. FACULTY EVALUATION

16.1 Evaluation Entities and General Procedures

16.1.1 Criteria, policies, and practices with regard to promotion and tenure differ among schools in the College. It is the responsibility of the school to develop specific criteria applicable to the faculty within that unit, and to disseminate those criteria to all faculty in that unit when they are hired or when any changes are made in the criteria. The following outlines the procedures common to all units within the College.

16.1.2 At the school level, the staffing evaluations of different classifications of faculty are made by the following entities.

- 16.1.2.1 Staffing decisions concerning non-tenure-leading faculty are made by the directors. This authority pertains to routine temporary and part-time appointments but not necessarily to special appointments such as those of visiting experts.
 - 16.1.2.2 Recommendations regarding reappointment and/or promotion of tenure-leading faculty and professors of practice are made by the faculty of the reviewed person's school, who rank higher than the faculty member under review.
 - 16.1.2.3 Recommendations regarding tenure are voted on only by tenured faculty members in a school.
- 16.1.3 For reappointment decisions of tenure-leading faculty, the following represents the reporting and recommendation process.
 - 16.1.3.1 Eligible voting faculty make a recommendation to the director.
 - 16.1.3.2 The director makes an independent assessment and recommendation to the Dean.
 - 16.1.3.3 The Dean, upon review of the recommendations in 16.1.2.1 and 16.1.2.2 (above) makes the decision on reappointment.
- 16.1.4 For tenure and/or promotion decisions of tenure leading faculty and for promotion decisions of professors of practice, the following represents the reporting and recommendation process.
 - 16.1.4.1 Eligible voting faculty review the materials, make a recommendation, and forward the file to the director.
 - 16.1.4.2 The director makes an independent assessment and recommendation.
 - 16.1.4.3 The faculty recommendation, the director recommendation, and the file are forwarded to the Dean and the College Executive Committee.
 - 16.1.4.4 The College Executive Committee reviews the file and makes a recommendation to the Dean.
 - 16.1.4.5 The Dean makes an independent assessment and recommendation.
 - 16.1.4.6 The faculty member's file, including the recommendation from the eligible voting faculty, the director, the College Executive Committee, and the Dean, is forwarded to the Executive Vice Chancellor and Chief Academic Officer (EVC).
 - 16.1.4.7 The EVC makes a recommendation to the Chancellor.
- 16.1.5 At every step in the process, the faculty member must be given copies of all recommendations. The candidate may request reasons for adverse recommendations or request reconsideration of the decision by the group or individual not recommending promotion or tenure. Results of such requests should be provided to the candidate in writing. No negative recommendation shall be forwarded until the reconsideration is complete. The department or college shall establish time lines for the candidate to request either a statement of reasons or reconsideration of a decision. If the candidate requests a statement of reasons or requests reconsideration of a decision within these time lines, such request shall be granted as expeditiously as possible. Departments and colleges

must schedule the review process so that any reconsideration shall be completed in time to meet established submission deadlines to the next level of consideration. The purpose of the statement of reasons is to give an unsuccessful candidate an opportunity to prepare a rebuttal argument.

16.2 Guidelines Concerning the Clarity of Recommendations and the Recording of Votes and Recommendations

16.2.1 Clarity of recommendations

Because some reviewers of the material are unlikely to be closely acquainted with the disciplines of the individuals being considered or the particular expertise of the person whose promotion or tenure is being proposed (reviewers such as the College Executive Committee, the Executive Vice Chancellor and Chief Academic Officer, and the Chancellor), the school must take great care to:

16.2.1.1 accompany all recommendations for promotion and/or tenure with documentary support materials that are presented in a clear and readily understood format.

16.2.1.2 be explicit about the factors upon which recommendations are based.

16.2.2 Vote information

Recommendations submitted to the Dean and the College Executive Committee must include:

16.2.2.1 the vote count of the eligible voting members of the school, recording all positive votes, negative votes, and/or abstentions.

16.2.2.2 an indication of the reasons for negative as well as positive votes, if there is a significant number of negative votes.

16.2.3 Minority opinion

Members of the voting faculty body who differ from the majority may submit in writing to the Dean and the College Executive Committee the reasons for their dissent, provided a copy is given to the individual being considered for his/her response.

16.3 Criteria For Evaluation

16.3.1 Introduction

Over the course of their careers, faculty will be evaluated for the purposes of reappointment, annual performance evaluations, promotion in rank, the granting of tenure, and post-tenure review. The process of evaluation will consider each of the following three areas: teaching, research/creative activity, and service (including community outreach and administration), with consideration given to the specific apportionment of duties.

Assessment is made first at the department level and is determined both as appropriate to the discipline, and appropriate to this point in the faculty member's career. Specific criteria for evaluating faculty performance are determined by the faculty in the individual departments. However, all assessment at the University is part of a process of review at several levels with built in checks and balances, and assessments or recommendations, made at all levels -- from the faculty body or promotion and tenure committee, to the director, to the College Executive

Committee, to the Dean, to the Executive Vice Chancellor and Chief Academic Officer, and to the Chancellor. The purpose of the review at the college level (and the vice-chancellor level) is especially to insure that proper standards are being applied.

The foundational documents for evaluation procedures of faculty are the Bylaws of the Board of Regents, in particular Chapter IV: Rights and Responsibilities of Professional Staff (http://www.nebraska.edu/board/board_bylaws_full.html) and UNL's Guidelines for the Evaluation of Faculty (<https://executivevc.unl.edu/faculty/evaluation-recognition/guidelines>).

16.3.2 Terminology

The following terms are to be used for all stages of the review process. This is not a grading system in the standard sense, since College expectations are high and since the faculty hiring process itself is extremely selective. It is assumed that the College will attract and keep only meritorious, hard-working faculty members, and that new hires will maintain or raise the over-all standards of teaching, research/creative activity, and service of the individual units.

It is important to note that these terms are to be applied to the evaluation procedure for the faculty member as appropriate at that point in his or her academic career, and based on apportionment of duties.

16.3.2.1 Exceptional Performance

Denotes exceptionally high performance or recognition, in one or more areas, at or near the top of his or her field nationally or internationally, that likely would not be duplicated every year.

16.3.2.2 Exceeds Expectations

Denotes superior performance or recognition, in one or more areas, exceeding the high expectations of the department and the college that likely could be repeated in successive years.

16.3.2.3 Meets Expectations

Denotes performance, in all areas, at a level of excellence demonstrating that a faculty member is living up to the promise shown at the time he or she was hired. Thus, “meets expectations” tends to be the normal, typical, most frequent description of faculty performance.

16.3.2.4 Needs Improvement

Denotes performance, in one or more areas, that is questionable and is not consistently meeting the high standards of the college.

16.3.2.5 Unacceptable

Denotes poor performance or neglect, in one or more areas.

16.3.3 Scope of evaluation

It is assumed that faculty will document yearly activity in the areas of teaching, research/creative achievement and service. Some projects take more than a calendar year to complete. In fact, it is expected that post-tenure faculty may engage in more adventurous and expansive projects that may take several years to bear fruit. The annual evaluation, therefore, must look not only at the specific tangible achievements for that calendar year but consider progress on larger projects and the faculty member's articulated plan for on-going and anticipated future activity in all areas in which duties have been apportioned. Evaluations for promotion and tenure will consider the entire academic career of the candidate to that point.

16.3.4 Criteria for tenure and for promotion to specific ranks

16.3.4.1 Tenure

The College expects faculty members to be productive over their entire careers in the three important areas of teaching, research/creative activity, and service. The College sees the interdependence of these three as fundamental and expects achievement in these three areas to carry national or international significance, as appropriate. A recommendation for tenure should be made only if the faculty member's attainment is not only significant but also has been sustained over a long enough period of time to indicate the likelihood of continuation after an award of tenure.

In order to attain tenure, faculty performance in the areas of teaching, research/creative activity and service must meet the requirements of the department and the college, and must be at a level that is commensurate with the ideals of the university. Specific criteria for describing faculty performance that meets these goals are determined by the faculty in the individual departments. However, achievement in all areas must at least meet expectations at the time of tenure. (see 16.3.2.3)

In all but unusual circumstances, promotion of tenure eligible faculty to the rank of associate professor takes place at the same time as or before the tenure decision. However, since the decision regarding tenure is based upon broader criteria, the two actions take place separately and require separate decisions. While it is assumed that a faculty member who has earned tenure should also have earned promotion to associate professor, promotion in rank carries no guarantee regarding the granting of tenure.

16.3.4.2 Promotion to specific ranks for tenure-leading faculty

In order to attain promotion, faculty performance in the areas of teaching, research/creative activity and service must meet the expectations of the department and the college, and must be at a level that is commensurate with the ideals of the university. Specific criteria for describing faculty performance that meets these goals are determined by the faculty in the individual departments. In respect to the terminology for evaluation, at the time of promotion to associate or full professor, achievement in all areas must, at the very least, "meet expectations."

16.3.4.2.1 Assistant Professor

Appointment to the rank of assistant professor signifies that a faculty member is well qualified to launch upon a full-fledged academic career. Qualifications include completion of a terminal degree or equivalent experience in the practice of the discipline. Unless the letter of appointment designates one as holding a Special Appointment pursuant to Regents

Bylaws 4.4.1, assistant professors will be on both promotion and tenure tracks. In the period between appointment as an assistant professor and promotion to associate professor, terms expressed in the letter of offer, in the position description, and in the annual evaluations provide guidance regarding professional development to the faculty member and to peers and administrators charged with judging progress toward promotion.

16.3.4.2.2 Associate Professor

To attain the rank of associate professor, the candidate should be an accomplished teacher, where teaching is an assigned responsibility, have a significant record of scholarly/creative work in keeping with the individual's job responsibilities, and have a significant record of service. Time-in-rank as an assistant professor is ordinarily at least five years, and typically is six years. Earlier promotion is quite unusual and implies that a candidate has accomplished in the shorter time period what normally would be expected in the longer one.

In all but unusual circumstances, promotion of tenure eligible faculty to the rank of associate professor takes place at the same time as or before the tenure decision. However, since the decision regarding tenure is based upon broader criteria (particularly involving the probability of continued achievement and the attainment of national or international recognition), the two actions take place separately and require separate decisions. While it is assumed that a faculty member who has earned tenure should also have earned promotion to associate professor, promotion in rank carries no guarantee regarding granting of tenure.

Although it is the objective of the University to have all faculty sufficiently qualified to eventually gain promotion to professor, no time limitations compel faculty to seek the highest academic rank in the University. Associate professors with tenure may stay in that rank for the duration of their careers.

16.3.4.2.3 Professor

The rank of professor is the highest academic rank in the University. The rank of professor is reserved for those faculty members whose achievements in research/creative activity (including pedagogy) are sufficient to merit recognition as distinguished authorities in their field and who hold the professional respect of their colleagues in their discipline. Usually, the candidates have been awarded tenure. Although it is the objective of the University to have all faculty sufficiently qualified to eventually gain promotion to professor, no time limitations compel faculty to seek the highest academic rank in the University. Associate professors with tenure may stay in that rank for the duration of their careers. Ordinarily, it is highly unusual for faculty to move from associate professor to professor in less than seven years.

To attain the rank of professor, most phases of the candidate's work must evince a level of sustained accomplishment. Such accomplishment is of the sort that would merit national recognition in appropriate arenas. That does not mean that the subject of the work must be of national character or scope.

The subject may well be regional or local, but the importance of the work should be sufficient to merit significant recognition.

Peers and administrators evaluating a candidate for professor should review documentation of the entire academic career to date. That record will include outside evaluations. The record of a successful candidate for professor must show evidence of sustained excellence over an extended period of time. A recommendation for promotion should be made only if the faculty member's attainment is not only of sufficient significance, but also indicates the likelihood of continuation after promotion to this rank.

16.3.4.3 Promotion to specific ranks for professors of practice

In order to attain promotion, faculty performance in the areas of teaching and service must meet the expectations of the department and the college, and must be at a level that is commensurate with the ideals of the university. Specific criteria for describing faculty performance that meets these goals are determined by the faculty in the individual departments. In respect to the terminology for evaluation, at the time of promotion to associate or full professor of practice, achievement in both areas must, at the very least, "meet expectations."

16.3.4.3.1 Assistant Professor of Practice

Appointment to the rank of assistant professor of practice signifies that a faculty member holds the appropriate terminal degree and has demonstrated success in academic or professional instruction.

16.3.4.3.2 Associate Professor of Practice

To attain the rank of associate professor of practice, the candidate must hold the appropriate terminal degree, achieved success in academic or professional instruction, and contributed to advancing learning in the field. The candidate must have demonstrated excellence in academic or professional instruction, evidenced e.g. by student evaluations, portfolio, peer review, and student learning outcomes. The candidate must provide evidence of leadership in instructional activity that has had significant impact on the department, college, or University.

16.3.4.3.3 Professor of Practice

The rank of professor of practice is reserved for those faculty members who meet a very high performance standard. In addition to the requirements for associate professor of practice, the minimum expectation is for national visibility for the candidate's instructional activities and/or practice, achievable through, e.g. leadership in professional organizations, instructional methods and/or materials disseminated nationally, and grant funding for instructional activities/innovation.

Peers and administrators evaluating a candidate for professor of practice should review documentation of the entire academic career to date. That record will include outside evaluations.

16.3.5 Criteria for triggering post-tenure review

If a tenured faculty member receives an “unacceptable” evaluation for two consecutive years in the category of teaching or the category of research/creative activity, the unit administrator will initiate the post-tenure review process.

16.4 Record Keeping For Faculty Activities and Achievements

16.4.1 Records concerning each faculty member are maintained in files kept by the individual faculty member, the faculty member's school, and the College.

16.4.2 Faculty inform their directors of their activities and achievements in the form of materials that will become the basis for the annual evaluation related to merit salary adjustments, and also for evaluations concerned with reappointment and progress toward tenure, promotion, the awarding of Continuous Appointment, post-tenure review, and honors and awards for which the faculty member may be nominated.

16.4.3 Information about individual faculty activities and achievements is conveyed in three bodies of documentation that the faculty member provides. They are:

16.4.3.1 The Cumulative Faculty Record

16.4.3.1.1 This record is initiated by the faculty member upon commencing employment at the university in order to provide a continuous record of the faculty member's activities, accomplishments, and honors.

16.4.3.1.2 This record is updated and submitted yearly as part of the annual review of faculty for determining merit salary adjustments.

16.4.3.1.3 The Cumulative Faculty Record and its updates are kept on file by the College in the Dean's Office. Copies are also to be kept on file by the school in the director's office, and by the individual faculty member.

16.4.3.2 The annual faculty evaluation file

16.4.3.2.1 This file, maintained by the individual faculty member, is submitted yearly as part of the annual review of faculty for determining merit salary adjustments, and contains, in addition to a copy of the Cumulative Faculty Record, additional materials deemed relevant by the individual academic unit to its faculty member's remuneration and status.

16.4.3.3 The faculty career achievement file

16.4.3.3.1 The materials assembled in the annual evaluation file, including all student evaluations, shall be preserved by the faculty member and shall cumulatively form the core of the faculty career achievement file, which is the documentation provided by the faculty member for evaluations concerning reappointment, progress toward tenure, promotion, awarding Continuous Appointment, post-tenure review, and honors and awards for which the faculty member may be nominated.

16.4.3.3.2 Faculty members shall have access to all material submitted for their evaluation (except for confidential letters of evaluation when the right to review has been specifically waived by the faculty member) and the opportunity to respond in writing.

16.4.3.4 The college file and the school file

16.4.3.4.1 The College file

16.4.3.4.1.1 The College shall maintain a file on each faculty member consisting of the yearly Cumulative Faculty Record and any additional relevant materials.

16.4.3.4.1.2 Faculty members have a right to see and respond to the contents of their College file, except for confidential letters of evaluation when the right to review has been specifically waived by the faculty member.

16.4.3.4.2 The school file

16.4.3.4.2.1 The school shall maintain a file or files on each faculty member consisting of the initial letters of offer and acceptance, memoranda of reappointment, promotion, tenure, copies of the yearly Cumulative Faculty Record and Performance Evaluation Summary, the Personnel Action Form and Personal Data Form, similar personnel documents, and any additional relevant materials.

16.4.3.4.2.2 Faculty members have a right to see and respond to the contents of their school file(s), except for confidential letters of evaluation when the right to review has been specifically waived by the faculty member.

16.4.3.4.3 Faculty members may petition their director or dean to have material removed from their school or college file.

16.5 Reappointment, Promotion and Tenure Files

16.5.1 Faculty members are required to create a record of accomplishment for the purposes of reappointment, tenure and promotion.

16.5.2 Reappointment files are prepared by tenure-leading faculty during each of their specific-term (probationary) appointments and by professors of practice and research professors in the penultimate year of their contract. They are primarily constituted from the materials that document achievement in the areas of teaching, research/creative activity, service, and outreach. The files are cumulative and must contain the appropriate documentation and executive reviews from all years leading to tenure and promotion decisions. The reappointment process is separate from that of tenure and promotion; however, untenured faculty members and professors of practice should be advised of the University's tenure and promotion documentation requirements when assembling their materials for reappointment.

16.5.3 Candidates for tenure and promotion must provide materials in accordance with the Documentation Request form that emanates from the office of the Executive Vice Chancellor and Chief Academic Officer. Although the request includes items within the following general categories, candidates must refer to the current Documentation Request form for the specific requirements and to specific guidelines described in their respective school governance documents.

16.5.3.1 Professional summary and employment history.

16.5.3.2 Evidence of and analysis of the quality and significance of quality and effectiveness of teaching.

16.5.3.3 Evidence of and analysis of the quality and significance of scholarly, professional, and creative activity, including awards, prizes and other noteworthy recognition. (Tenure-leading faculty only.)

16.5.3.4 Evidence of and analysis of the quality and significance of professional and institutional service, outreach activities, and related recognitions.

16.6 Rights of Access and Contribution To Materials Used In Personnel Evaluations

16.6.1 Anyone (including the candidate) with relevant information for inclusion into the file may proffer that information at any level of consideration to the person responsible for conducting the review. That person shall determine, after consultation with the candidate, whether to include the material.

16.6.2 The rights of access and written response are guaranteed by Sections 2.9.8 of the UNL Bylaws and 4.6 of the Bylaws of the University of Nebraska Board of Regents, which states that "Faculty members shall have access to all material submitted for their evaluation and the opportunity to respond in writing." The exception is material from external peer reviewers for which the faculty member has waived review rights.

16.6.3 Faculty members being evaluated shall have the right of access to all material used to assist in any evaluations of their professional performance, with certain exceptions as noted below.

16.6.3.1 Consequently, all evaluation material must be made available for the inspection of the person being evaluated.

16.6.3.2 The right of access shall embrace not only factual documentation but also interpretive commentary, solicited or unsolicited, coming from any source, unless the faculty member has waived access (see 16.6.12 below).

16.6.3.3 The primary repository of evaluation material and therefore the most notable body of data to which the access right applies is the faculty member's evaluation file. This file is compiled by schools to assist the various evaluating bodies to form annual performance evaluations and recommendations as to promotion, tenure, reappointment, non-reappointment, termination, or merit salary increase.

16.6.3.4 The faculty member under evaluation shall be notified of the identities of contributors of commentary, with certain exceptions as noted below.

- 16.6.4 The person being evaluated must be notified of the identities of persons or groups to whom material used in evaluation is made available.
- 16.6.5 If separate evaluative commentary is solicited or received from individuals not through a "regular, normal process," the interpretations of this document do apply.
- 16.6.6 Anonymity
 - 16.6.6.1 Anonymous contributions shall neither be solicited nor consulted in any evaluation or review.
 - 16.6.6.2 The general prohibition against anonymity in evaluation materials shall not apply to evaluatory compilations that, though possibly including individual statements that are anonymous, emerge from groups known as a whole to the person being evaluated. Such groups include the following two instances:
 - 16.6.6.2.1 student evaluations of faculty teaching performance, when they are collected through a regular, normal process either required or facilitated by a unit of UNL; and
 - 16.6.6.2.2 evaluation of administrative performance, when the materials are collected through a regular, normal process, particularly in meeting the requirements of the UNL Bylaws, Section 2.3.2.1.
- 16.6.7 Rights to append written responses
 - 16.6.7.1 Opportunity must be provided to allow the person under review to attach written responses to evaluative material not exempted by waiver.
 - 16.6.7.2 Access to material must be granted for an interval of time reasonably sufficient to allow for the composition of written responses, before the file becomes available to persons or groups charged to evaluate and/or recommend.
- 16.6.8 These rules are not intended to limit oral discussion in a meeting of a group charged to conduct a review and produce a recommendation, provided that:
 - 16.6.8.1 the discussion is based preponderantly upon materials already accumulated in the file.
 - 16.6.8.2 new material of such a substantive nature as to adversely affect the decision shall not be introduced at any meeting unless the candidate is to be given an opportunity to respond.
- 16.6.9 It is the responsibility of the individual conducting the meeting to:
 - 16.6.9.1 make necessary judgments concerning the substantives of new material.
 - 16.6.9.2 divulge to the person being evaluated any new material offered to the evaluating group.
 - 16.6.9.3 make sure that the person under scrutiny has opportunity to respond to new material, if necessary, by delaying the vote or decision.
- 16.6.10 A synopsis of discussion at such a meeting is given to the person being evaluated.

16.6.11 These rules are not intended to restrict the right of any evaluating group to vote its recommendation by secret ballot.

16.6.12 Waiver options

16.6.12.1 A person under evaluation may waive any or all rights of access to:

16.6.12.1.1 any information or materials accumulated for a review file.

16.6.12.1.2 any portions of said information or materials.

16.6.12.1.3 knowledge of the identity of any or all informants.

For example, a person under evaluation may:

16.6.12.1.3.1 waive the right to inspect written comments solicited from outside peer reviewers.

16.6.12.1.3.2 claim the right to inspect the reviews but waive the right to know the identity of the reviewers.

16.6.12.1.3.3 waive the right to know the identity of student evaluators.

16.6.12.2 Waivers shall be:

16.6.12.2.1 attached to the file.

16.6.12.2.2 written specifically, clearly indicating what portion of a document is included in the waiver.

16.6.12.2.3 executed prior to the solicitation or accumulation of material.

16.6.12.2.4 submitted voluntarily.

16.6.12.3 It is forbidden to coerce staff members into executing waivers, either directly or indirectly. Waivers must not be required, neither by request of the person or persons conducting the review nor by the establishment of unit policies or procedures that require or assume the granting of waivers.

16.6.13 Notification to contributors of rights of access

16.6.13.1 Individuals invited or required to contribute to an evaluation file must be notified, prior to handing over their material, of the rights of access and inspection and/or of any waivers of those rights that have been executed.

16.6.13.2 This right to be notified shall be granted all persons contributing material -- students, colleagues, supervisors, and committees within the university as well as peer reviewers solicited from the university.

16.6.14 Exceptions to the rule of rights of access

- 16.6.14.1 These regulations and the relevant Bylaws sections shall not apply in the case of a current university staff member becoming a candidate for another position within the university. The rights of access to materials accumulated in behalf of candidacy shall be the same for all a position's candidates and shall be rendered neither more nor less restrictive for university employees than for external candidates.
- 16.6.14.2 Pledges of confidentiality granted by the university and duly constituted university officials prior to these interpretations of Bylaw provisions shall not be rescinded even if they violate the current interpretations. (Retroactive application of interpretations of Bylaw text would surely compel the university to violate pledges of confidentiality made in good faith. Undoubtedly, university records contain material the collection of which was accompanied by promises of confidentiality sanctioned by Bylaw interpretations previous to those of this document. The old pledges should be honored; recommendations derived according to past procedures should not be rescinded; no effort should be made to "purge" files retroactively.)
- 16.6.15 Resolutions of disputes about staffing recommendations shall be adjudicated individually by the appropriate supervisor, each on its own merits.
- 16.6.16 The provisions of Section 2.9.4 of the UNL Bylaws shall not diminish the availability of material to persons or groups legitimately charged with the responsibility to review files and to participate in consultation leading to recommendations for personnel actions.

16.7 Assessment of Teaching

The faculty believe that a variety of techniques and materials are important in the appraisal of teaching effectiveness.

16.7.1 Student evaluations

- 16.7.1.1 Evaluations by students shall be administered in every course of a faculty member's regular teaching load, every semester, except as indicated in 16.7.1.2. These will be used to assess the quality of the courses including the quality of a faculty member's teaching.
- 16.7.1.2 Evaluations of courses that do not contribute to the faculty member's teaching load credit are not required, for example, dissertation hours, continuing education courses, individual research, or individual reading courses.
- 16.7.1.3 While graduate students are to have the opportunity to evaluate their formal courses, each unit is allowed to modify evaluation mechanisms to take into account differences between undergraduate and graduate instructional procedures.
- 16.7.1.4 Each school shall be free to devise whatever evaluation form it deems appropriate, provided that the form includes questions calling for response to the following topics:
 - 16.7.1.4.1 The instructor's handling of the class, for example:
 - 16.7.1.4.1.1 Were the course requirements made clear?
 - 16.7.1.4.1.2 Was the instructor in the class during the scheduled class times?

- 16.7.1.4.1.3 Was there an opportunity (keeping in mind class size) for questions?
- 16.7.1.4.1.4 Were the examinations related to topics covered in the classroom, laboratory, or studio, and in reading assignments?
- 16.7.1.4.1.5 Were exams, projects, and papers returned in a reasonable time?
- 16.7.1.4.2 The instructor's skill in communication, for example:
 - 16.7.1.4.2.1 If the class was primarily lecture, were the lectures clear and well-organized?
 - 16.7.1.4.2.2 If the class was primarily discussion, were the discussions focused and well-guided?
 - 16.7.1.4.2.3 Was the instructor enthusiastic about the subject?
 - 16.7.1.4.2.4 Was the instructor helpful in clarifying problems or difficult points?
 - 16.7.1.4.2.5 Were answers to questions to the point and understandable?
 - 16.7.1.4.2.6 Was the use of instructional equipment appropriate for the subject matter?
- 16.7.1.4.3 the student's perception of the extent of the learning experience
- 16.7.1.4.4 the degree to which the student feels interest and thinking have been stimulated
- 16.7.1.4.5 In December, 1993, the UNL Academic Senate passed the following resolution: "In departments where the Teaching & Learning Center evaluation form is not used, the Senate calls for each department to use a summative form that requests the student to indicate if the faculty member has treated students with fairness and respect or has discriminated against a group of students on irrelevant grounds, particularly groups that have traditionally been subject to discrimination and are listed in the Regents Bylaws, section 4.1.b., or in the Professional Ethics Statement adopted by the Academic Senate (adopted April 17, 1990). Language that addresses this resolution must be included in all school student evaluations surveys.
- 16.7.1.5 Procedure for administering pencil-and-paper student evaluations
 - 16.7.1.5.1 The instructor or a designee shall distribute the evaluation forms during a class period.
 - 16.7.1.5.2 The instructor or designee shall be absent from the room while students fill out the evaluations.
 - 16.7.1.5.3 Students shall always have the option to sign or not sign the evaluation forms.

- 16.7.1.5.4 A volunteer from among the students in the class shall collect the completed evaluation forms and deliver them to the school office in a sealed envelope provided by the instructor.
- 16.7.1.5.5 The evaluations shall be provided to the instructor after final course grades have been submitted, and the instructor shall assure the students that this measure protective of their freedom of expression will be implemented.
- 16.7.1.6 Those interpreting the evaluations should give due consideration to the differing circumstances under which signed and unsigned evaluations were written.
- 16.7.1.7 Before student evaluations are given to the director or an authorized faculty committee for review, the faculty member being evaluated shall have opportunity to append any explanations or additional information he or she may want to accompany the evaluation packet.
- 16.7.1.8 The faculty member's response should be included with the raw data for any review.
- 16.7.1.9 Once the evaluations have been used for the annual evaluation of the faculty member and/or tenure and promotion procedures, those evaluations become the property of the individual faculty member.
- 16.7.2 External peer review of teaching
 - 16.7.2.1 If external peer review of teaching is required by the school (see below), the director must submit materials to be evaluated which includes responses from at least three evaluators, external to the campus. This list of respondents may include people suggested by the faculty member, supplemented by other names at the discretion of the director.
 - 16.7.2.2 External peer review of research/creative activity is required for all College faculty for tenure and promotion, but not for reappointment evaluations.
 - 16.7.2.3 Schools in the College may require external peer review of teaching as part of that unit's criteria for promotion and/or tenure.
- 16.7.3 The following are examples of other categories of information that the Faculty believes to be useful for evaluating teaching:
 - 16.7.3.1 Self-evaluation by the individual faculty member.
 - 16.7.3.2 Evaluations of courses that are linked in discipline-specific sequences: an indication of the quality of student work in courses that follow from the courses under scrutiny.
 - 16.7.3.3 Growth and development of student accomplishment in attaining course objectives as measured by pre- and post-testing.
 - 16.7.3.4 Curriculum development and innovations.
 - 16.7.3.5 Review of teaching materials, examining such issues as their ideological currency, academic soundness, relationship to course objectives, and conceptual sophistication.
 - 16.7.3.6 Interpretation of student complaints, provided that the content and nature of any complaint be made known to the faculty member under review, that the faculty member

have opportunity to respond in writing, and that the response be incorporated into his or her permanent file.

16.7.3.7 Classroom visitation

16.7.3.7.1 If a program of classroom visitation is adopted, the following safeguards must be followed:

16.7.3.7.1.1 Choice of visitors shall be from among the faculty responsible for reviewing pedagogical performance and shall not include the director.

16.7.3.7.1.2 The individual under review shall be free to invite as observers any additional members of the faculty responsible for his or her review.

16.7.3.7.1.3 The department shall present in writing to the observers and the individual under review a checklist of the attributes to be appraised.

16.7.3.7.1.4 The faculty member shall have the right to see the report(s) of the observer(s) before submission to the director and/or authorized faculty committee and to write a response that shall be attached to the report(s).

16.7.3.7.1.5 No anonymous reports will be accepted.

16.7.4 Academic freedom in relation to teaching

The boundaries that academic freedom places upon what is said in and out of the classroom are described in the Bylaws of the Board of Regents, Chapter IV, 4.2.

17. DEPARTMENTAL PROCEDURES FOR EVALUATION OF TENURE-LEADING FACULTY FOR THE PURPOSE OF REAPPOINTMENT

17.1 All tenure-leading faculty who have not been awarded tenure are reviewed during each of their specific-term (probationary) appointments for the purpose of reappointment decisions. Probationary appointments shall carry no presumption of renewal, and will terminate at the end of the stated term, according to the policies and procedures of the Bylaws of the Board of Regents, section 4.4.2.

17.2 Evaluation for reappointment is based on a reappointment file, assembled by the faculty member, according to the guidelines contained in Section 16.5 - Reappointment, Promotion and Tenure Files. For reappointment decisions of non-tenure faculty, external peer evaluation (16.7.2) is not required.

17.3 Every evaluation and recommendation must be discussed at a meeting of the eligible voting faculty (tenured faculty) in the school. The director will send copies of two separate and

independent letters of evaluation and recommendation to the faculty member (a summary of the evaluation meeting from the voting faculty to the director and a recommendation from the director to the Dean). The letter from the voting faculty must include the following information:

- 17.3.1 the reappointment year of the faculty member being evaluated.
 - 17.3.2 the date of the eligible voting faculty's evaluative meeting in which the candidate's file is reviewed.
 - 17.3.3 the exact number of eligible voting faculty, the number of votes "for," the number of votes "against," and the number of abstentions.
 - 17.3.4 specific evaluative comments on the faculty member's teaching, research/creative activity and service.
 - 17.3.5 the action recommended by the voting faculty, the options of which are reappointment or non-reappointment.
- 17.4 The letter from the director must include the following information:
- 17.4.1 specific evaluative comments on the faculty member's teaching, research/creative activity and service.
 - 17.4.2 the action recommended, in concurrence or disagreement with the recommendation by the voting faculty, the options of which are reappointment or non-reappointment.
- 17.5 Rules governing the evaluative comments
- 17.5.1 As required by UNL Bylaws and Board of Regents' Policies, these comments are to make specific recommendations for improvement and professional development in teaching, scholarly and/or creative activity, and service that will enhance the faculty member's chances of eventually achieving tenure at the end of the probationary period.
 - 17.5.2 Care should be taken that a positive annual review is not understood as a promise of eventual tenure. A positive evaluation should be interpreted as a prognosis merely favorable, not binding on the part of the university. It is important to recognize that sustained positive contributions are critical for the awarding of tenure.
 - 17.5.3 As designated elsewhere in these Bylaws, comments are to be provided using a descriptive system consisting of five modifying words or phrases. (see 16.3.2)
- 17.6 Importance of clarity in the evaluative comments

It is vital that the evaluative comments of the eligible voting faculty and the director be clear and specific, because, in addition to their decision function, they fill two informational roles. One of those roles is to provide guidance to the faculty member being evaluated of his/her progress toward tenure and/or promotion. The other role is to provide a historical context helpful to those charged with future evaluations of the faculty member's progress from year to year. The more

specific and succinct the comments, the more useful they will be both to the faculty member and to subsequent evaluators. The evaluations should be specific in their discussions of creative activities and publications so that the true quality and quantity are readily understandable. In discussing teaching, it is important to include references to student evaluations used and how they were interpreted.

17.7 As per UNL bylaws, the director must make every attempt to secure votes from all faculty eligible to vote on reappointment.

17.8 The Dean shall make the final decision on reappointment of tenure-leading faculty.

18. DEPARTMENTAL PROCEDURES FOR EVALUATION OF FACULTY FOR THE PURPOSE OF GRANTING TENURE

18.1 Procedures for creating a tenure application file (See 16.4 and 16.7)

The faculty member under consideration must assemble a tenure file, in accordance with the school, College, and university timelines, containing the data on which the evaluation is to be based, so that it may be studied by those charged with making the tenure judgment. Its contents should be as follows:

18.1.1 information contained in the faculty member's departmental personnel file and Cumulative Faculty Record. (see 16.4)

18.1.2 data regarding the three areas by which tenure decisions are made: teaching, research/creative activity, and service

18.2 It is the responsibility of the individual being considered to examine these materials and make sure that they are complete.

18.3 Directors may ask faculty members to certify that the material being presented is complete. (The faculty member may want to seek the advice of the director -- or chairperson of a promotion and tenure committee—to provide advice on the assembly of the tenure file to ensure that no important information has been overlooked.)

18.4 A recommendation for tenure should be made only if the faculty member's attainment is not only significant but also has been sustained over a long enough period of time to indicate likelihood of continuation.

18.5 The total period of service prior to a "continuous appointment" for a member of the faculty is described in the Bylaws of the Board of Regents, Chapter IV. 4.10. The "mandatory" evaluation

for a tenure decision is the sixth year of total full-time service, as defined in the Bylaws of the Board of Regents, Section 4.10. It is possible in truly exceptional instances, for a faculty member to request consideration for the granting of tenure before the mandatory year. Through past practice, the University has indicated the granting of early tenure will be awarded only to extraordinary faculty members who have substantially exceeded the criteria for tenure.

18.6 The following policies are procedures to be followed in any tenure evaluation:

18.6.1 Every evaluation and recommendation must be discussed at a meeting of the eligible voting faculty (tenured faculty) in the school. The director will send copies of two separate and independent letters of evaluation and recommendation to the faculty member (a summary of the evaluation meeting from the voting faculty to the director and a recommendation from the director to the Dean). The letter from the voting faculty must include the following information:

18.6.1.1 the reappointment year of the faculty member being evaluated.

18.6.1.2 the date of the eligible voting faculty's evaluative meeting in which the candidate's file is reviewed.

18.6.1.3 the exact number of eligible voting faculty, the number of votes "for," the number of votes "against," and the number of abstentions.

18.6.1.4 specific evaluative comments on the faculty member's teaching, research/creative activity and service.

18.6.1.5 the action recommended by the voting faculty, the options of which are "for tenure" or "against tenure" or "abstention."

18.7 The letter from the director must include the following information:

18.7.1 specific evaluative comments on the faculty member's teaching, research/creative activity and service.

18.7.2 the action recommended, in concurrence or disagreement with the recommendation by the voting faculty, the options of which are "for tenure" or "against tenure."

18.8 Rules governing the evaluative comments

18.8.1 As designated elsewhere in these Bylaws, comments are to be provided using a descriptive system consisting of five modifying words or phrases. (see 16.3.2)

18.8.2 The evaluative comments of the eligible voting faculty and the director must be clear and specific, citing clear reasons for the recommendations provided. The evaluations should be specific in their discussions of creative activities and publications so that the true quality and quantity are readily understandable. In discussing teaching, it is important to include reference to student evaluations used and how they were interpreted.

- 18.9 As per UNL Bylaws, the director must make every attempt to secure votes from all faculty eligible to vote on tenure.
- 18.10 Both evaluative letters and the faculty member's file are forwarded to the Dean and the College Executive Committee for review and recommendation. (see 16.1.4)

19. DEPARTMENTAL PROCEDURES FOR EVALUATION OF TENURED AND TENURE-LEADING FACULTY FOR THE PURPOSE OF PROMOTION

(Refer to 16.3.4.2 for the College criteria for promotion to specific ranks.)

- 19.1 Since an application for promotion may occur without application for tenure, or after tenure is granted, this section of the bylaws is included separately.
- 19.2 As a general guideline, it is expected that faculty will remain in each rank of assistant professor and associate professor for six years while preparing for advancement. It is possible, however, for applications for "early" promotion to be considered in truly exceptional cases. In such instances, all established criteria for promotion must be met or exceeded.
- 19.3 In many instances application for promotion to associate professor and application for tenure occur at the same time. In these cases, the faculty member's file is evaluated for both simultaneously, and the evaluative letters from the eligible voting faculty and the director should speak to both issues, tenure and promotion. If it is not the mandatory year for consideration of the faculty member's tenure, it is possible for the voting faculty and/or the director to recommend "for promotion" and "against tenure."
- 19.4 Procedures for creating a promotion application file. (see 16.4 and 16.7)
- 19.4.1 The faculty member under consideration must assemble a promotion file containing the data on which the evaluation is to be based, so that it may be studied by those charged with making the judgment. Its contents should be as follows:
- 19.4.1.1 information contained in the faculty member's departmental personnel file and Cumulative Faculty Record. (see 16.4)
- 19.4.1.2 data regarding the three areas by which promotion decisions are made: teaching, research and/or creative activity and service.
- 19.5 It is the responsibility of the individual being considered to examine these materials and make sure that they are complete.

- 19.6 Directors may ask faculty members to certify that the material being presented is complete. (The faculty member may want to seek the advice of the director -- or chairperson of a promotion and tenure committee -- to provide advice on the assembly of the promotion file to ensure that no important information has been overlooked.)
- 19.7 Every evaluation and recommendation must be discussed at a meeting of the eligible voting faculty (tenured faculty) in the school. The director will send copies of two separate and independent letters of evaluation and recommendation to the faculty member (a summary of the evaluation meeting from the voting faculty to the director and a recommendation from the director to the Dean).
- 19.7.1 The letter from the voting faculty must include the following information:
- 19.7.1.1 the reappointment year of the faculty member being evaluated.
 - 19.7.1.2 the date of the eligible voting faculty's evaluative meeting in which the candidate's file is reviewed.
 - 19.7.1.3 the exact number of eligible voting faculty, the number of votes "for," the number of votes "against" and the number of abstentions.
 - 19.7.1.4 specific evaluative comments on the faculty member's teaching, research/creative activity and service.
 - 19.7.1.5 the action recommended by the voting faculty, the options of which are "for promotion" or "against promotion" or "abstention."
- 19.7.2 The letter from the director must include the following information:
- 19.7.2.1 specific evaluative comments on the faculty member's teaching, research/creative activity and service.
 - 19.7.2.2 the action recommended, in concurrence or disagreement with the recommendation by the voting faculty, the options of which are "for promotion" or "against promotion."
- 19.7.3 Rules governing the evaluative comments
- 19.7.3.1 As designated elsewhere in these Bylaws, comments are to be provided using a descriptive system consisting of five modifying words or phrases. (see 16.3.2)
 - 19.7.3.2 The evaluative comments of the eligible voting faculty and the director must be clear and specific, citing clear reasons for the recommendations provided. The evaluations should be specific in their discussions of creative activities and publications so that the true quality and quantity are readily understandable. In discussing teaching, it is important to include references to student evaluations used and how they were interpreted.

- 19.7.4 As per UNL Bylaws, the director must make every attempt to secure votes from all faculty eligible to vote on promotion.
- 19.7.5 Both evaluative letters and the faculty member's file are forwarded to the Dean and the College Executive Committee for review and recommendation. (see 16.1.4)

20. DEPARTMENTAL PROCEDURES FOR EVALUATION OF PROFESSORS OF PRACTICE FOR THE PURPOSE OF REAPPOINTMENT

- 20.1 Professors of practice are reviewed in the penultimate year of their term for the purpose of reappointment decisions. Appointments for assistant professor of practice range from one to three years; associate professor of practice, one to four years; and professor of practice, one to five years. The appointments shall carry no presumption of renewal, and will terminate at the end of the stated term, according to the policies and procedures of the Bylaws of the Board of Regents, section 4.4.8.
- 20.2 Evaluation for reappointment is based on a reappointment file, assembled by the faculty member, according to the guidelines contained in Section 16.5 - Reappointment, Promotion and Tenure Files.
- 20.3 Every evaluation and recommendation must be discussed at a meeting of the eligible voting faculty in the school. The director will send copies of two separate and independent letters of evaluation and recommendation to the faculty member (a summary of the evaluation meeting from the voting faculty to the director and a recommendation from the director to the Dean). The letter from the voting faculty must include the following information:
 - 20.3.1 the reappointment year of the faculty member being evaluated.
 - 20.3.2 the date of the eligible voting faculty's evaluative meeting in which the candidate's file is reviewed.
 - 20.3.3 the exact number of eligible voting faculty, the number of votes "for," the number of votes "against," and the number of abstentions.
 - 20.3.4 specific evaluative comments on the faculty member's teaching and service.
 - 20.3.5 the action recommended by the voting faculty, the options of which are reappointment or non-reappointment.
- 20.4 The letter from the director must include the following information:
 - 20.4.1 specific evaluative comments on the faculty member's teaching and service.
 - 20.4.2 the action recommended, in concurrence or disagreement with the recommendation by the voting faculty, the options of which are reappointment or non-reappointment.

20.5 Rules governing the evaluative comments

- 20.5.1 As required by UNL Bylaws and Board of Regents' Policies, these comments are to make specific recommendations for improvement and professional development in teaching and service that will enhance the faculty member's chances of eventually achieving tenure at the end of the probationary period.
- 20.5.2 Care should be taken that a positive annual review is not understood as a promise of reappointment. A positive evaluation should be interpreted as a prognosis merely favorable, not binding on the part of the university.
- 20.5.3 As designated elsewhere in these Bylaws, comments are to be provided using a descriptive system consisting of five modifying words or phrases. (see 16.3.2)

20.6 Importance of clarity in the evaluative comments

It is vital that the evaluative comments of the eligible voting faculty and the director be clear and specific, because, in addition to their decision function, they fill two informational roles. One of those roles is to provide guidance to the faculty member being evaluated of his/her progress toward promotion. The other role is to provide a historical context helpful to those charged with future evaluations of the faculty member's progress from year to year. The more specific and succinct the comments, the more useful they will be both to the faculty member and to subsequent evaluators. The evaluations should be specific in their discussions so that the true quality and quantity are readily understandable. In discussing teaching, it is important to include references to student evaluations used and how they were interpreted.

- 20.7 As per UNL bylaws, the director must make every attempt to secure votes from all faculty eligible to vote on reappointment.

- 20.8 The Dean shall make the final decision on reappointment.

21. DEPARTMENTAL PROCEDURES FOR EVALUATION OF PROFESSORS OF PRACTICE FOR THE PURPOSE OF PROMOTION

(Refer to 16.3.4.3 for the College criteria for promotion to specific ranks.)

- 21.1 As a general guideline, it is expected that faculty will remain in each rank of assistant professor of practice and associate professor of practice for six years while preparing for advancement. It is possible, however, for applications for "early" promotion to be considered in truly exceptional cases. In such instances, all established criteria for promotion must be met or exceeded.
- 21.2 Procedures for creating a promotion application file. (see 16.4 and 16.7)

- 21.2.1 The faculty member under consideration must assemble a promotion file containing the data on which the evaluation is to be based, so that it may be studied by those charged with making the judgment. Its contents should be as follows:
 - 21.2.1.1 information contained in the faculty member's departmental personnel file and Cumulative Faculty Record. (see 16.4)
 - 21.2.1.2 data regarding the two areas by which promotion decisions are made: teaching and service.
- 21.3 It is the responsibility of the individual being considered to examine these materials and make sure that they are complete.
- 21.4 Directors may ask faculty members to certify that the material being presented is complete. (The faculty member may want to seek the advice of the director -- or chairperson of a promotion committee -- to provide advice on the assembly of the promotion file to ensure that no important information has been overlooked.)
- 21.5 Every evaluation and recommendation must be discussed at a meeting of the eligible voting faculty in the school. The director will send copies of two separate and independent letters of evaluation and recommendation to the faculty member (a summary of the evaluation meeting from the voting faculty to the director and a recommendation from the director to the Dean).
 - 21.5.1 The letter from the voting faculty must include the following information:
 - 21.5.1.1 the reappointment year of the faculty member being evaluated.
 - 21.5.1.2 the date of the eligible voting faculty's evaluative meeting in which the candidate's file is reviewed.
 - 21.5.1.3 the exact number of eligible voting faculty, the number of votes "for," the number of votes "against" and the number of abstentions.
 - 21.5.1.4 specific evaluative comments on the faculty member's teaching and service.
 - 21.5.1.5 the action recommended by the voting faculty, the options of which are "for promotion" or "against promotion" or "abstention."
 - 21.5.2 The letter from the director must include the following information:
 - 21.5.2.1 specific evaluative comments on the faculty member's teaching and service.
 - 21.5.2.2 the action recommended, in concurrence or disagreement with the recommendation by the voting faculty, the options of which are "for promotion" or "against promotion."
 - 21.5.3 Rules governing the evaluative comments

21.5.3.1 As designated elsewhere in these Bylaws, comments are to be provided using a descriptive system consisting of five modifying words or phrases. (see 16.3.2)

21.5.3.2 The evaluative comments of the eligible voting faculty and the director must be clear and specific, citing clear reasons for the recommendations provided. The evaluations should be specific in their discussions so that the true quality and quantity are readily understandable. In discussing teaching, it is important to include references to student evaluations used and how they were interpreted.

21.5.4 As per UNL Bylaws, the director must make every attempt to secure votes from all faculty eligible to vote on promotion.

21.5.5 Both evaluative letters and the faculty member's file are forwarded to the Dean and the College Executive Committee for review and recommendation. (see 16.1.4)

22. COLLEGE AND EXECUTIVE COMMITTEE PROCEDURES FOR EVALUATION OF FACULTY FOR THE PURPOSES OF REAPPOINTMENT, PROMOTION, AND GRANTING TENURE

22.1 Reappointment

After reappointment reviews are completed and recommendations are formulated by both the eligible voting faculty and the director, those recommendations are forwarded to the College office. After receiving the recommendations of the voting faculty and the director, and a copy of the faculty member's current Curriculum Vitae, the Dean of the College will conduct an independent review of the file and any additional materials that might have been compiled in any review or appeal and will make an independent evaluation of the application. The Dean's recommendation is forwarded to the Executive Vice Chancellor and Chief Academic Officer. A copy of the recommendation must be provided to the faculty member and the director.

22.2 Promotion/Tenure

After promotion and/or tenure reviews are completed and recommendations are formulated by both the eligible voting faculty and the director, those recommendations are forwarded, along with the candidate's tenure and/or promotion file, to the College office.

22.3 When the file and the recommendations are received in the Dean's office, both the Dean and the members of the College Executive Committee will be notified and the initial examination of all materials will be completed on an individual basis.

22.4 The College Executive Committee then meets as a whole to discuss the faculty member's application, the supporting materials, and the letters from the school faculty and the director. Unless additional information is requested, the Committee formulates a letter of recommendation,

with detailed reasons for their recommendation, and submits it to the Dean, to be transmitted to the Executive Vice Chancellor and Chief Academic Officer, with the applicant's file. Except as noted in section 22.5, below, each of the nine members on the College Executive Committee has one vote.

- 22.5 When a promotion or tenure recommendation is being considered, the College Executive Committee members from the candidate's home school shall:
 - 22.5.1 not vote.
 - 22.5.2 withdraw from the meeting room so that their presence not be construed as inhibiting free discussion.
- 22.6 The College Executive Committee expects to concur with the school recommendations unless there are strong reasons not to do so. If the Committee does have questions about a promotion and/or tenure recommendation from a school or feels the evidence supporting such a recommendation is inadequate, the following steps are to be taken:
 - 22.6.1 the director is to be given an opportunity to present additional materials that might help clarify the position taken by his/her school, prior to the final vote of the College Executive Committee. New material of such a substantive nature as to adversely affect the decision shall not be introduced unless the candidate is to be given an opportunity to respond. It is the responsibility of the individual conducting the meeting to make the necessary judgments concerning the substantive nature of any new material, to convey new information to the person being evaluated and, if necessary, to delay the vote or decisions until the person has had the opportunity to respond.
 - 22.6.2 If the recommendation of the College Executive Committee and the school and/or the director are in opposition:
 - 22.6.2.1 the school or chairperson may appeal for reconsideration.
 - 22.6.2.2 the appeal may be made by the school or director, or by the faculty member under review.
 - 22.6.2.3 The faculty member involved:
 - 22.6.2.3.1 should be consulted by the director to seek his or her input in the appeal.
 - 22.6.2.3.2 may join personally in the appeal.
 - 22.6.3 If the College Executive Committee disagreement with the school remains after any subsequent review or appeal, the reasons for disagreement must be provided in writing to the director and to the individual concerned.
 - 22.6.4 If the College Executive Committee recommends against promotion or tenure, the candidate must be informed of the ability to obtain reasons and request reconsideration as

described in 16.1.5. No negative recommendation shall be forwarded until the reconsideration is complete.

- 22.6.5 After receiving the recommendations of the voting faculty, the director, and the College Executive Committee, the Dean of the College will conduct an independent review of the file and any additional materials that might have been compiled in any review or appeal and will make an independent evaluation of the application. The Dean will forward his/her recommendation and all requested file materials to the Executive Vice Chancellor and Chief Academic Officer, the candidate, the College Executive Committee, and the director. If the Dean recommends against promotion or tenure, the candidate must be informed of the ability to obtain reasons and request reconsideration as described in 16.1.5.
- 22.6.6 The faculty member under consideration has the right to withdraw the application for tenure and/or promotion at any step in the process, without prejudice. If it is the candidate's mandatory year for tenure consideration, withdrawal from consideration implies that the candidate will not seek tenure and his/her contract will expire at the end of the probationary period.

23. POST-TENURE REVIEW

(University of Nebraska-Lincoln Guidelines for the Evaluation of Faculty 9/30/97; amended 9/16/98)

Special Peer Review

23.1 Purpose

The special peer review process is intended to assist tenured faculty in achieving their professional goals and maximizing their Contributions to the University throughout their professional careers, to provide assurance to the public that tenured faculty are accountable for their performance, and to provide continued peer involvement in the review of tenured faculty members. (It remains the responsibility of the Executive Vice Chancellor and Chief Academic Officer and the Vice Chancellor for the Institute of Agriculture and Natural Resources, respectively, to ensure that annual reviews referred to herein are conducted in all departments in a rigorous and equitable manner.)

23.2 Applicability of review process

The special peer review process is applicable to all members of the faculty who have been on a continuous contract pursuant to Board of Regents Bylaws 4.4.3 for a period of three years or more. A faculty member shall not be subject to or eligible for a special peer review more than once every four years. A faculty member shall be reviewed in accordance with the special peer review process in either of the following circumstances:

- 23.2.1 A faculty member receives (after the third year of being on continuous contract):

23.2.1.1 A written annual evaluation from the unit administrator that identifies a substantial and chronic deficiency in the faculty member's performance and clearly states that if the faculty member does not make substantial, acceptable progress toward remedying the deficiency by the next annual evaluation, a post-tenure review will be initiated; and

23.2.1.2 Notification deriving from the next annual review that the unit administrator has determined that the substantial and chronic deficiency identified in the previous evaluation has not been remedied, that a post-tenure review is appropriate, and that the dean concurs. Ordinarily, the faculty member shall be provided notification by June 30 that a review will be scheduled for the following academic year. Upon recommendation of the unit administrator and approval of the dean, a faculty member subject to post-tenure review under this section may be exempted or deferred for review if there are clearly extenuating circumstances (such as health problems) and an alternate plan for addressing the problems is adopted.

23.2.2 A faculty member requests a review in accordance with the special peer review process. The purpose of such a review would be to provide helpful evaluation and assistance to the faculty member in planning a prospective program by which the faculty member can maximize his or her contributions to the University and more fully realize his or her professional goals.

23.3 Initiating the review process

23.3.1 Whenever a special peer review is initiated, either by the faculty member or the unit administrator, the unit administrator shall first consult with the faculty member and then shall establish a schedule for the conduct of the review. Ordinarily, the review shall be scheduled for the academic year, and preferably the fall term, following notification of, or request by, the faculty member.

23.3.2 For a review initiated under 21.2.1 above, the unit administrator shall construct a special peer review file containing a clear identification and description of the deficiency or deficiencies, copies of the faculty member's last three annual reviews, such other materials as are relevant, and a document suggesting ways in which the deficiency could be removed. For a review initiated under 21.2.2 above, the unit administrator shall provide the Review Committee with a file containing copies of the faculty member's previous three annual reviews and such other materials as are relevant.

23.3.3 The faculty member shall have the opportunity to supplement the special peer review file throughout the review process by including any information the faculty member believes to be material and helpful to the Review Committee or to administrators involved in the review process. The unit administrator shall cooperate with the faculty member to provide relevant information and shall periodically notify the faculty member of additions to the file. The faculty member shall be given access to all materials in the special peer review file. If the faculty member acknowledges a deficiency in performance, he or she is encouraged to include in the file a plan to remedy the deficiency or to otherwise maximize the faculty member's achievement of professional goals and contribution to the unit's mission, with specific goals and timetables for their achievement.

- 23.3.4 The faculty member and the unit administrator may include in the file a response to material provided by the other.
- 23.3.5 The unit administrator shall provide the Review Committee with a copy of the procedures and schedule for the special peer review.
- 23.4 Appointing the Review Committee
 - 23.4.1 A Review Committee shall be selected to conduct the review of the faculty member's performance. The Committee shall be composed of an appropriate group of tenured faculty from within and outside the unit who hold an academic rank at least equal to that of the faculty member to be reviewed. The Committee shall include some representation of the discipline and mission of the faculty member under review. Ordinarily the Committee should be composed of 3 individuals capable of providing a fair and unbiased assessment of the faculty member's performance.
 - 23.4.2 Initially, the unit administrator and the faculty member shall meet and attempt to agree on the composition of the Committee, which must be approved by the dean.
 - 23.4.3 If the unit administrator and the faculty member are unable to agree on the composition of the Committee, the Committee shall be chosen by an appropriate elected faculty committee within the unit, or, for departments with fewer than ten full-time faculty members, within the College; the composition of the Committee is subject to approval by the dean. Each unit, in its by-laws or otherwise, shall have previously designated the appropriate elected faculty committee for this purpose.
- 23.5 Conducting the review
 - 23.5.1 The Review Committee shall review the file constructed for this purpose and may meet with the unit administrator and the faculty member, either together or separately. The Committee may consult other sources of information not included in the file with the approval of the unit administrator and the faculty member.
 - 23.5.2 Evaluation by peers external to the campus is required when research productivity is an issue: evaluation by peers external to the campus may be used when teaching and/or service/extension productivity is in question. If the Review Committee determines that evaluation by external peers is required or would be useful, the Committee shall notify the unit administrator and the faculty member. Thereafter, such outside reviews shall be obtained in accordance with the same procedure utilized by the unit to obtain outside reviews for purposes of making tenure decisions.
 - 23.5.3 In accordance with the schedule for the review established by the unit administrator, the Review Committee shall make a written report of its findings and recommendations, if any.
 - 23.5.4 If the special peer review is conducted at the request of the unit administrator pursuant to section 21.2.1 of this procedure, the written report of the Review Committee shall be provided to the unit administrator, the faculty member's dean, and the faculty member.

23.5.5 If the special peer review is conducted at the request of the faculty member pursuant to section 21.2.2 of this procedure, the written report of the Review Committee shall be provided solely to the faculty member. The faculty member, at his or her discretion, may keep the Report confidential, share it with the unit administrator, or share it with the unit administrator and dean. If requested by the faculty member, the unit administrator and dean shall provide a written response to the Report, indicating the extent to which he or she agrees or disagrees with the findings and recommendations of the Report and why. At the request of the faculty member, the Report and any response from administrators shall be made part of the faculty member's permanent personnel record. The faculty member, the unit administrator, and the dean shall work together to implement those recommendations on which they mutually agree. Nothing in the Report shall be used in any university evaluation without the consent of the faculty member. However, the faculty member may not attempt to utilize only a portion of the Report or any edited version of the Report in other university evaluations.

23.6 Preparing the Review Committee report

23.6.1 The purpose of the Review Committee Report is to provide an assessment of the performance of the faculty member subject to review and, where appropriate or necessary, to provide recommendations to maximize the faculty member's contributions to the unit and the University. The Review Committee Report is advisory. The Report shall include part (1) below and, as appropriate, parts (2) through (5):

- (1) An assessment of the strengths and weaknesses of the faculty member's performance;
- (2) Recommendations for ways, if any, in which the faculty member could enhance achievement of his or her professional goals and his or her contributions to the mission of the unit, including suggestions, where appropriate, for adjustment in the faculty member's responsibilities, goals and timetables for meeting the goals, and criteria for assessing the faculty member's achievement of enhanced performance.
- (3) An evaluation of any proposed plan submitted by the unit administrator or the faculty member to remedy any deficiency in the faculty member's performance and any recommended modification to such a plan.
- (4) Recommendations for ways, if any, in which the unit administrator could provide professional development support to assist the faculty member in enhancing achievement of his or her professional goals and his or her contribution to the mission of the unit.
- (5) For a review initiated under 21.2.1 above, any recommendations for sanctions to be imposed upon the faculty member for performance characterized by substantial and chronic deficiency.

23.6.2 The Review Committee, if it believes that inappropriate criteria have been used to evaluate the faculty member, shall also indicate that fact in its Report.

- 23.6.3 For a review initiated under 21.2.1 above, the Review committee shall make one of the following findings, to be clearly stated in its Report:
- 23.6.3.1 The faculty member has not identified substantial and chronic deficiencies. If the Review Committee finds that the faculty member's performance does not reflect any substantial and chronic deficiency or deficiencies for the period under review, the faculty member and the unit administrator will be so informed in writing and the review is thereby completed.
- 23.6.3.2 The faculty member has substantial and chronic deficiencies. The Review Committee shall state and describe the deficiency or deficiencies in its Report, which shall include all the elements listed under 21.6, items (1) through (5). The Committee shall provide a copy to the faculty member and the unit administrator.
- 23.6.4 The unit administrator shall allow the faculty member being reviewed an opportunity to provide a written response to the Review Committee Report. Except when the review was conducted at the faculty member's request, the Report and any response from the faculty member shall be made a part of the faculty member's permanent personnel record.
- 23.7 Completing the review process under a finding of substantial and chronic deficiency
- 23.7.1 Upon receipt of a Review Committee report and the faculty member's response, if any, the unit administrator shall meet with the faculty member reviewed to consider the report and any recommendations therein. The unit administrator shall then provide the faculty member and the dean with a written appraisal of the faculty member's performance, together with all documentation pertaining to the faculty member's review, including the file constructed for the review, the Review Committee's Report, and the faculty member's written response to the review, if any. The appraisal shall include, where appropriate:
- 23.7.1.1 the extent to which the unit administrator accepts or rejects the findings and recommendations of the Review Committee Report and the reasons for doing so; the unit administrator may reject the Review Committee's findings only for compelling reasons, communicated in writing to the faculty member and the dean.
- 23.7.1.2 a plan outlining the expectations of the unit administrator as to how the faculty member can remedy any deficiency in performance or enhance the faculty member's professional goals and contribution to the unit, including specific goals and time tables for achieving such goals and the criteria to be applied in making such a determination;
- 23.7.1.3 the resources the unit administrator is willing and able to provide the faculty member to assist in implementing the plan;
- 23.7.1.4 any adjustment in assignment or responsibilities of the faculty member; and
- 23.7.1.5 any sanction to be imposed on the faculty member related to his or her performance. Sanctions governed by Regents Bylaws shall only be imposed following the procedure prescribed in the by-laws.

- 23.7.2 The dean, after review and consultation, may accept, modify, or reject the unit administrator's written appraisal and recommendations, but where the dean's appraisal differs from that provided by the Review Committee or where the dean accepts recommendations that differ from those provided by Review Committee, the dean may modify or reject only for compelling reasons, communicated in writing. The dean's response shall be provided to the faculty member and to the unit administrator.
- 23.7.3 A faculty member dissatisfied with the results of the special peer review and the unit administrator's subsequent appraisal, or the dean's acceptance, modification or rejection of it, may pursue any appeal or remedy otherwise available to faculty members relating to matters that affect their employment status (21.2).
- 23.7.4 Progress towards achieving the goals and timetables set out in the unit administrator's plan, as approved by the dean, will be reviewed in subsequent annual reviews. If the faculty member fails to achieve the goals and timetables defined in that plan, those administrative processes defined by the Regent's Bylaws (and different from special peer review) may be initiated as appropriate. Special peer review is not a prerequisite for initiation of those other administrative processes.

23.8 Review of the special peer review

In the academic year following its fifth full year of operation, the Special Peer Review system shall be reviewed by a joint taskforce of administrators and faculty members. The taskforce shall assess the system's efficacy, fairness, and overall contribution to institutional betterment. (21.1). The standards for substantial and chronic deficiency shall be determined by the faculty in each unit and, when approved by the appropriate unit administrator, Dean and Executive Vice Chancellor, shall become part of its evaluation procedures.

Adopted August, 1993

Amended at College Faculty meeting on 12/3/93 (Changes approved by vote at meeting)

Amended at College Faculty meeting on 4/23/97 (Changes approved by mail ballot)

Amended at College Faculty meeting on 10/8/97 (Changes approved by mail ballot)

Amended at College Faculty meeting on 4/5/00 (Changes approved by vote at meeting)

Revised, 2002-2004 (Changes approved by vote at College Faculty meeting on 3/31/04)

Amended at College Faculty meeting on 4/5/06 (Change approved by unanimous vote at meeting)

Amended at College Faculty meeting on 11/2/06 (Change approved by unanimous vote at meeting)

Amended at College Faculty meeting on 4/4/07 (Change approved by vote at meeting)