

(Rev. February 2023)

## 1. Organization of the College of Arts and Sciences

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### 1.1 Faculty of Instruction

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

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

The Faculty of Instruction shall have the following powers:

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

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

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

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

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

## 1.2 Division/School Structure

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

## 1.3 Administrative Officers

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

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

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

## 1.4 Arts and Sciences Council

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

One Chairperson.

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

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

Humanities and Social Sciences Division 2 members  
Natural Sciences Division 2 members  
School of Fine Arts 2 members

One (1) staff member in Arts and Sciences elected by vote of all staff in the College. This representative shall vote on all Council business except matters of curriculum.

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

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

Each of the elected members of the Council shall serve a two-year term. Terms shall be staggered, with half of the members elected each year. No faculty member shall be elected to consecutive terms on the Council. Eligibility for election recurs after a lapse of one year. Elections shall be held in the spring and the new Council shall assume its duties with the opening of the academic year in the fall.

By its April meeting, the Council Chair shall solicit nominations for a Vice-Chair from among newly elected, tenured Council members. At the final Council meeting of the academic year, current and incoming Council members shall elect a Vice-Chair from among these nominees. A paper ballot will be used at the time of the meeting with the names of candidates who have agreed to stand for election and any additional nominees brought forward at the time of the final Council meeting. The Vice-Chair shall become Council Chair at the start of the second academic year of his or her two-year term, and serve as the presiding officer.

Student members shall serve one



## 2. Arts and Sciences Committees

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### 2.1 Faculty Cabinet

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

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

The Faculty Cabinet shall consist of four faculty members, ordinarily elected for two-year staggered terms, one from each school or academic division, and the Chair of the Council, who shall be a voting member



- e. Each month the Faculty Cabinet shall report its actions to the Arts and Sciences Council. All actions and recommendations involving College policy must be approved by the Council. All





The criteria for expenditure of funds as established in the Provost's Guidelines state: "All expenditures must enhance or maintain th

### 3.1.3 Probationary Appointments

#### 3.1.31. Initial Tenure-Track Appointments

Initial tenure-track faculty appointments will generally be made on a probationary basis, subject to annual evaluation to determine whether reappointment is warranted. Reappointment decisions will be made under the review procedures set forth in Sections 3.3.2 and 3.3.3, and based on the Criteria for Review of Faculty Performance set forth in Section 3.4.

To ensure an adequate and fair review, tenure-track faculty members shall be notified of the procedures to be followed and the criteria to be applied in the annual review/promotion process.

## 3.2 Promotion in Rank

Faculty members in the College have eligibility for promotion as follows:

- From Instructor to Assistant Professor: Upon the Dean's receipt of official notice that all requirements of the degree in the specific program have been satisfied.
- From Assistant Professor to Associate Professor: Six Years
- From Associate Professor to Professor: Six Years

At the beginning of each academic year, the dean of the college, in consultation with the Provost and department chairs as appropriate, shall provide department chairs with the names of faculty members whose years of service in rank qualify them for consideration for promotion. Tenure-track faculty may request from the dean a one-year exception to the six-year requirement for eligibility for promotion, based on unusual circumstances.

Credit towards promotion may be granted for full-time service in rank in another institution; however, such credit should be specified in the initial appointment letter.

## 3.3 Annual Review, Tenure, and Promotion Procedures

### 3.3.1. Review Committees

#### 3.3.11. Department Review Committee(s)

All available tenured members of a department/program shall constitute the Department Review Committee of candidates for tenure. Departments/programs with two or fewer tenured faculty members shall add tenured faculty members from outside the department so that the review committee shall have at least three members.

In the case of review for promotion, the department shall determine who serves on the Department Review Committee. However:

Each academic year, the Dean shall call an initial meeting of the P&T Committee to elect a committee chair, to review procedures, and to outline the committee's workload. The committee may request the Dean attend any particular meeting for the purpose of asking questions or any other reason. The Dean may, after receiving the Committee's recommendations, request a meeting with the Committee to ask questions of clarification or context.

### 3.3.2. Requirements for All Reviews and Evaluations

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

3.3.22 Department Standards/Procedures In order to ensure adequate and fair reviews following initial appointment, the College shall maintain an up-to-date copy of this Handbook on the College's website, and for ready access by all faculty members. To the extent any Department adopts departmental-level review or assessment policies, procedures, or criteria appl

The chair, or another faculty member specified by the department, must then write an evaluative memorandum recommending reappointment or non-reappointment of the tenure-track faculty member. This memo should provide thorough comments evaluating teaching, scholarship and service. (Note: The purpose for the annual evaluation is to guide the candidate towards tenure; the department will carefully and critically analyze the candidate's teaching, mentoring, research and service activities, and will comment upon the candidate's progress towards tenure. While it is important to describe the positive progress of the candidate towards tenure, it is crucial that the department also explicitly point out areas for improvement.) The department shall use the Professional Activities Evaluation form (PAE) in preparing its memo. The PAE presenting the recommendation to the Dean should record who participated in making the recommendation, and the recommendation should be signed by all tenured faculty (person on sabbatical or other leaves of absence may be excused).

The PAE shall be provided to the faculty member and the Dean of the College by no later than February 15, or by November 15 for second-year faculty.

- In the event of a recommendation not to reappoint, the department shall give the faculty member the option to request reconsideration of its decision. The faculty member must submit the request for reconsideration within five calendar days of receiving the department's negative recommendation, and the department shall make a decision on the request for reconsideration within five calendar days of receipt of the reconsideration request. The department's decision on the request for reconsideration shall be in writing, signed by all those who participated in the reconsideration decision, and provided to the faculty member and the Dean of the College.
- In all annual reviews, the Dean of the College shall review (1) the PAR and PAE, and (2) the reconsideration request and decision, if applicable, and issue a written decision to the faculty member and department affirming or rejecting the department's recommendation for reappointment by no later than March 1, or by December 15 for second year faculty. The Dean has the discretion, but not the obligation, to request additional information or materials from the department and/or faculty member in reaching his/her decision. Conferences between the Dean and the department chair about recommendations regarding reappointment or non-reappointment are desirable in all instances.

Recommendations affecting third-year faculty are regarded as particularly critical. Persons for whom the eventual attainment of tenure and/or promotion is regarded as at all problematical should not be recommended for reappointment at any stage, but particularly not at this time.

Note: Section 3.3.31 does not apply to tenure-track faculty in the year of mandatory tenure review, typically the sixth year in the tenure track. Such faculty members' review will be conducted under the procedures for tenure review set forth under Section 3.3.41.

### 3.3.32. Expectations of Probationary (Tenure-Track) in Annual Reviews

Throughout the probationary period, the faculty member should build a case for tenure in terms of the evaluative criteria set forth in Section 3.4, and the College should provide feedback at each evaluation period. Note that since growth as a teacher, scholar, and collegial contributor is expected, a performance judged to be excellent in the first year and second year will not necessarily satisfy expectations in later years.

**The First Year** In the first year, evaluation focuses principally on teaching performance. If problems are apparent or difficulties are encountered but are judged to be correctable, then the







4. Prior to the consideration of each candidate, the Dean or designee will provide the members of the P&T Committee with access to: (1) any departmental statement of criteria and procedures consistent with Section 3.3.22; (2) the candidate's initial letter of appointment; (3) the candidate's PAEs; (4) the candidate's submitted credentials; (5) the Department Review Committee's recommendation, including any record of proceedings as applicable for negative recommendations; and (6) any response to the Department Review Committee's recommendations as permitted by these procedures.
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that demonstrates a commitment to continued growth and accomplishment, and offers the promise of future contributions to their field. Scholarship and creative activities may be demonstrated in a variety of ways; they show a candidate's mind at work and his or her skills in practice in the appropriate field(s) of endeavor. They help to ensure that those responsible for teaching and learning remain current in their disciplines, particularly when their fields are among those whose protocols, norms, methods, and tenets change relatively rapidly.

Often these activities not only advance knowledge and understanding, they may also contribute to high quality teaching. That is, they connect faculty to the daily lives of students, whom we all expect to contend with difficult ideas, engage with new concepts, and take part responsibly in the production of knowledge. An active creative or research agenda, then, maintains faculty credibility to assign and evaluate student work. Our own engagement in scholarship and creative activity is one way we continually "earn" the privilege, in other words, of passing judgment on our students' work.

Scholarly and creative activity enhances the academic reputation of the University and demonstrates the quality of its faculty as measured by terms set outside the University itself. Ideally, the public dissemination of such work models a courageous and receptive attitude toward critique, dialogue, and dissent, and provides opportunities for us to think deeply about, and even rethink, our disciplinary and professional assumptions. Thus, scholarly and creative work may contribute to public conversations and policy change as well as to a professional discourse.

There are many ways to demonstrate engagement in scholarly and creative activities, however, for the purposes of faculty performance, these activities must be public – that is, they must be presented in a form that allows others to enjoy, critique, and evaluate them according to the standards of their field. An idea, product, or performance which cannot be subjected to some form of critical examination by peers is not scholarship or creative activity as here defined.

The record submitted for review may include elements in the following list. This list is suggestive rather than fully inclusive, but in all cases, refers to work that exists in some public form or forum, and that can be evaluated by peers. Given the undoubted difference across disciplines in considering what "counts" as important to publication in the field, the items in the lists below are given in alphabetical order rather than in order of importance.

- a. Artistic activities that are subject to critical evaluation, where practicable, including musical recitals and/or concert performances, publication or performance of original musical compositions, exhibitions of art work in individual or group displays, involvement in creative aspects of theatrical productions (i.e., stage/costume/lighting design, direction or choreography, acting or play writing), public readings of one's own creative work in prose and/or poetry, or other appropriate evidences of artistic activity;
- b. Community-based and community-engaged scholarly and creative activities that have some public dimension—presentations or publication locally or nationally;
- c. Editorial work in the production of an edited volume or the editing of a journal;
- d. Grants and awards applied for and those received for scholarly and creative activity;
- e. Interdisciplinary or multidisciplinary work published in venues outside the candidate's discipline;
- f. Invited publications (books, articles, book chapters, book reviews, etc.);
- g. Peer-reviewed articles, books, book chapters;
- h. Presentations at conferences, public lectures, peer-reviewed or invited;
- i. Scholarly and creative activity translated for public or policy audiences, such as op-eds, position papers, policy analysis, websites, open-source technology;
- j. Scholarship and creative activity that involves students in significant ways;

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determine the recipient by majority vote. All committee deliberations are confidential. The recipient's name is to be kept secret until it is announced at the Honors Convocation by the committee chair.

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

### 3.7.2 The Centennial Scholar Award

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

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



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

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

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

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

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

- a. To be eligible to hold elective office, an individual must hold a full-time, tenure or tenure-track or consecutive term appointment in the College of Arts and Sciences with no more than half-time administrative duties, and not be on leave during any part of the term of office. In the case of faculty members with dual teaching appointments, no more than one-third of their yearly regular semester teaching assignments may be in courses outside the College of Arts and Sciences.
- b. To be eligible to vote in a College of Arts and Sciences election, an individual must hold a full-time, tenure or tenure track or consecutive term appointment in the College of Arts and Sciences. In the case of faculty members with dual teaching appointments, at least one-half of their yearly regular semester teaching assignments must be in courses offered in the College of Arts and Sciences. Administrators whose original Drake appointment was as full-time faculty of the College and who maintain some teaching responsibilities are eligible to vote. Excluded are part-time appointments; adjunct, acting, visiting, and emeritus appointments; and administrators holding faculty rank in the College, but not actively involved in teaching, or whose faculty appointments are only con



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

The Selection Coordinator will report the name of the person selected to the department and send a  
a

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

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

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

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

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

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

If the submitting department or program has indicated that a course is to be reviewed for inclusion in the Drake Curriculum, the Arts and Sciences Curriculum Committee Chair working through the Arts and Sciences Office will ensure that the course materials are forwarded to the University Curriculum Committee.

## 4.5 Policy in Regard to Curricular Decisions Without Adequate Time Lag

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

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

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

## 4.6 Procedures for Appeals of Academic Evaluations

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

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

Academic dishonesty is an all

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Not later than fourteen (14) days after an alleged Academic Integrity Policy violation comes to his/her attention, the instructor shall (1) provide the student with written notice describing the alleged violation and (2) make a good faith effort (normally, both an e-

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

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

The Chair of the Academic Integrity and Appeals Committee must notify the student and the



The Academic Integrity Committee considers any and all evidence offered at the hearing and deliberates until a verdict is reached. The Academic Integrity Committee presumes that all





If either question is answered in the affirmative, the Committee shall recommend the appropriate change in grading practice and/or a particular grade. If not, the Committee shall recommend that the grading practice and/or grade remain unchanged. The Committee, having considered all appropriate information, shall submit to the Dean, in writing, its findings of fact and recommendations within five (5) working days of its decision.

If the Committee determines a hearing is necessary, the Committee will notify the student and



- b. Peer observation procedures must be carried out on an annual basis and in a consistent fashion for all non-tenured faculty subject to reappointment and once every three years for tenured associate professors, in rotation with the faculty member's performance activity report/professional activities evaluation, and once in the year preceding application for promotion to full professor.
- c. Peer observation procedures must provide formative information to the faculty member being observed and provide a fair basis for summative evaluation. Peer observation letters should be written from a critical perspective and not merely list the candidate's strengths. The observation process should communicate to the faculty member the aspects of teaching that could be improved, especially important before the third-year review.

#### Guidelines for Peer Observation Procedures for Tenure-Track Faculty

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

- a. It will be the responsibility of the department chair to provide the guidelines to new faculty during the first semester of their employment, to annually review the guidelines with tenure-track faculty, and to see that the procedures in the guidelines are carried out in a timely fashion.
- b. During probationary years at least one course must be observed each semester.
- c. Peer observation of faculty over the course of their probationary years must not be left solely to one individual.
- d. The means and the timeline of the feedback provided to the faculty member being observed must be specified in departmental guidelines. At the conclusion of the observation process each observer must submit a formal, written report to the department.
  - 1) The report shall take into account the consultations between the observer and the faculty member being observed as discussed below in sections e, f and g.
  - 2) The language of the report should take into consideration the fact that it may be read by faculty from outside the department during the tenure process.
  - 3) The faculty member being observed has the right to attach his or her own response to each written report.
- e. Each peer observation must involve at least three contacts, the classroom observation itself, and two conferences between the observer and the faculty member being observed. One contact must occur before the observation and one after the observation but prior to the submission of the written report.
- f. The observer must consult the faculty member being observed on the appropriate number of class visits for the course being observed. The faculty member being observed must also be consulted concerning the scheduling of visits and the selection of the observer. These consultations should take into consideration the particular nature and structure of the specific course, the faculty member's style of teaching, and the potential disruption to student learning and class preparation that might result from outside observation.
- g. Before any observation occurs, the faculty member being observed must provide the observer with relevant course materials in order to give the observer a sense of the pedagogical goals and





evaluations will be approved by the Arts and Sciences Faculty Cabinet and provided to the Dean and the Provost. Anonymity of respondents will be maintained in the summary report.

#### 4.12.21 Initiation of Review





APPENDIX A

GUIDELINES FOR PREPARING CREDENTIALS FOR TENURE AND/OR PROMOTION REVIEW  
COLLEGE OF ARTS AND SCIENCES - DRAKE UNIVERSITY

The purpose of these "Guidelines for Preparing Credentials for Tenure and/or Promotion Review" is to create a format for the presentation of promotion and tenure cases: by the candidate to the Department, the Department Review Committee to the College Promotion and Tenure Committee, the College Promotion and Tenure Committee to the Dean, and the Dean to the Provost. The instructions refer to criteria of departments and the college for excellence in teaching, scholarship, and service.

This document is designed to assist candidates in preparing the materials specified in 3.3.43 in a format that enables the Department and College Promotion and Tenure Committees, the Dean, and the Provost to review their record fully and fairly. The candidate is asked to prepare a dossier consistent with these guidelines.

- A. A cover sheet should be included, containing the following information:

PROMOTION AND TENURE PORTFOLIO  
NARRATIVE SECTION

STATEMENT ON BEHALF OF:

\_\_\_\_\_  
NAME

\_\_\_\_\_  
DEPARTMENT

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
DATE PRESENTED TO DEPARTMENT

Department Review Committee

\_\_\_\_\_  
DATE FORWARDED TO THE DEAN

\_\_\_\_\_

\_\_\_\_\_  
DATE FORWARDED TO THE PROVOST

\_\_\_\_\_





- a. For grants awarded, candidates must list the purpose for each, relationship to the candidate's work, as well as the critiques of reviewers of review panels.
  - b. For grants applied for, candidates may list the purpose for each, relationship to the candidate's work, as well as the critiques of reviewers of review panels.
  - c. For prizes or other honors, the candidate must list the prize, title, or honor and the identity of the granting institution or organization.
- c. Description of service activities in relation to the criteria specified in Handbook Section 3.4.3 and Department statements.

Candidates are encouraged to offer an account of their service in their tenure narrative which speaks to any connections the candidate may see among their service activities and their scholarship and teaching, or to how they see their service as contributing to their professional development in their tenure narrative

1. Evaluation. The judgments by one's professional colleagues are crucial to the review process. The purpose of the Departmental Review Committee's evaluation and recommendation is to document the collective judgment of peers most familiar with the candidate's teaching, scholarship, and service. Toward this end it is important that the evaluative statements be supported by appended documentation solicited from the candidate and data gathered independently by the department.

In those cases where the candidate's work involves interdisciplinary programs, evaluations from the program director or faculty are to be obtained.

The Department Review Committee should consider and address the following in its evaluation:

- a. Evaluation of teaching in relation to the criteria specified in Handbook Section 3.4.1 and Department statements.

1. How have the candidate's teaching interests and competence fit into the programs of the department/ division, college/school, and university?
2. Which criteria among those listed in 3.4.1 and in the department's statement were given the greatest emphasis in the evaluation of teaching?
3. What processes were used and what data were gathered to assess teaching effectiveness?
4. How was peer evaluation of teaching carried out? Who did the observations and what was the nature of the visits (e.g., the number of visits, the courses observed)?
5. Cite special activities if any, undertaken by the candidate to provide effective mentoring and to contribute to the department/division through mentoring. The department should provide and comment on any evidence of the quality of the mentoring activities of the candidate.
6. What is the committee's evaluation of effectiveness of the candidate's teaching? Cite the candidate's strengths and weaknesses.

- b. Evaluation of scholarship/creative activities in relation to

3. A candidate's contributions to scholarly and professional organizations.
  4. Evaluation of the candidate's advising, including:
    1. A candidate's efforts to become knowledgeable about curricular and other advising issues and procedures;
    2. A candidate's willingness to participate fully in providing for advising needs in the program;
    3. Any special activities undertaken by the candidate to provide effective advising; candidate's contributions to the department/division through advising.
- d. Recommendation. Following the evaluation, the Departmental Review Committee shall prepare a recommendation form for submission to the Dean.
2. Appendix. The Department Review Committee shall compile all documentation it obtained and/or considered as a part of its review for submission to the College Promotion and Tenure Committee. If the recommendation is negative, the Department Review Committee's appendix must also include a detailed account of its proceedings, including a tally of the vote, and a statement of its reasons for the negative decision, consistent with Handbook Section 3.3.41.

D.

FORM 1: DEPARTMENT REVIEW COMMITTEE RECOMMENDATION

Provide your narrative assessment of the candidate's performance and recommendation.

Voting members of the department promotion and tenure committee should sign below, indicating that they have read the complete contents of the "Statement"

Date: \_\_\_\_\_

Form 2 - RECOMMENDATION OF THE COLLEGE PROMOTION AND TENURE COMMITTEE

Provide a statement of reasons for the Committee's recommendation, complete the following statement, and sign below.

The College of Arts and Sciences Promotion and Tenure Committee recommends that

( ) be 89187.12 Tf1 0 0 13( )8( )6( )-3( )-3728( )4 T )-3( )-3( )-3( )8( )6( )-3( )] TJJETQq0.0000  
(first) (middle) (last name)

- be granted tenure
- be promoted to the rank of \_\_\_\_\_
- be retained in present rank
- be given a terminal appointment.

Signed: \_\_\_\_\_

FORM 3 - RECOMMENDATION AND SIGNATURE OF THE COLLEGE DEAN

Provide your narrative assessment of the candidate's performance and your recommendation.

I recommend that

\_\_\_\_\_

(first) (middle) (last name)

be granted tenure

be promoted to the rank of \_\_\_\_\_

be retained in present rank

be given a terminal appointment.

Signed: \_\_\_\_\_

Dean

Date: \_\_\_\_\_