

Regular Title Series

Evidences for the Evaluation of Faculty in Cases of Promotion & Tenure

The purpose of this document is to serve as a supplement to the policies and procedures outlined in the College of Fine Arts Handbook and the University Governing and Administrative Regulations pertaining to evaluative criteria to be used in the granting of tenure and faculty promotions.

Areas of Activity

Four areas of activity are important in the evaluation of faculty for appointment, reappointment, promotion, and the granting of tenure in the regular title series:

- 1) Teaching, Advising, and Other Instructional Activities;
- 2) Research, Scholarship, and Creative Activity;
- 3) Department, College, University, and Professional Service; and
- 4) Administration.

Evaluation of a faculty employee's performance in each area of activity should be commensurate with his or her approved distribution of effort agreement. Excellence in each assigned area is expected.

Since all appointment, reappointment, promotion, and tenure actions shall be made on the basis of merit, the following detailed statements regarding each of these areas will serve as a guide for evaluating the accomplishments of a faculty member.

Teaching, Advising, and Other Instructional Activities

Teaching involves creating a learning environment, as well as transmitting, transforming and extending knowledge. Evaluation of candidates for tenure and/or promotion will be based on a clear demonstration of excellence in teaching.

1. Excellence in teaching and advising shall be recognized as integral components of the evaluation for promotion and tenure as appropriate, given the faculty employee's



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assignment. The faculty member is expected to demonstrate competency in the following:

- a. Knowledge of subject matter;
 - b. Quality organization of course material;
 - c. Ability to communicate subject matter effectively;
 - d. Ability to effectively assess student learning outcomes;
 - e. Ability to mentor students effectively;
 - f. Fulfillment of program student-faculty assignments such as student advising and/or supervising student practicums or internships; and
 - g. Ability to guide and supervise undergraduate and graduate level research projects and examinations.
2. Educational activities extend far beyond the classroom, and the University of Kentucky acknowledges the importance of educating citizens, both on and off campus, as part of its land grant mission. Thus, the following activities may also be considered relevant to teaching excellence:
- a. Development of new instructional approaches, methodologies or educational aids;
 - b. Curriculum and program development resulting in the approval of new or revised courses, new or revised majors, minors or degree programs at the undergraduate or graduate level;
 - c. Participation in collaborative, interdisciplinary projects, programs or courses;
 - d. Invitations for guest lectures in other courses and/or other educational institutions;
 - e. Awards and recognition for teaching; and
 - f. Other criteria, as appropriate.
3. Teaching, advising, and other instructional activities shall be documented through the Teaching Portfolio. Objective evidence of the quality of teaching shall be included in the final dossier. Such evidence should include:
- a. Reports by colleagues qualified in the field;
 - b. Evaluations by students and, if available, graduates;
 - c. When appropriate, the subsequent accomplishments of graduates whose major work has been supervised by the individual under consideration;



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- d. Awards and recognition for teaching; and
- e. Other criteria, as appropriate.

Research, Scholarship, and Creative Activity

The faculty member is required to continually practice, expand, field, test and/or disseminate their professional expertise through research, scholarship and/or creative activity in the field of arts administration. Communication of the work's significance is a component of the mission of the University and, therefore, its evaluation is an integral part of the promotion and tenure process. The documented quality of research, scholarship and/or creative activity shall be an integral component of the promotion and tenure evaluation process as appropriate, given the faculty employee's assignment. Evidence of recognition of research, scholarship, or creative activity and its merit and worth is expected. The following areas can constitute evidence of research.

Research. Research publications relevant to research in arts administration including publication in peer-reviewed journals, scholarly books, chapters in edited volumes, symposia proceedings, and other similar outlets.

Publication in journals from fields related to arts administration may also be acceptable. These could include anthropology, art theory, art history, arts education, cultural studies, dance, economics, entrepreneurship, film, management, marketing, media studies, museum studies, music, nonprofit studies, performance studies, planning, political science, public administration, public policy, sociology, theater, or urban studies.

Assessment of a faculty member's reputation for research should take the faculty member's arts administration specialization into account.

Conference Presentations. Presented invited or peer-reviewed papers, presentations or panels at national or international arts administration conferences or regional, national or international art discipline-specific conferences.

Arts Administration Practice. Arts Administration Practice includes the administration, management, and/or creation of arts and cultural organizations within the creative and cultural sectors/industries. Examples of this work may include:



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- a. **Creative Arts Administration Activities.** Work that includes significant arts administration practice such as administering, managing, producing, editing, or curating.
- b. **Consultancies.** Consultancies commissioned by local, regional, national or international entities such as local arts councils, national arts associations, federal cultural agencies, foundations, or arts institutions.
- c. **Board Membership.** Active board membership in regional, national and international associations or institutions. This type of work should be distinguished from “service” as Arts Administration faculty members. Arts Administrators do not undertake board membership work in order to serve but, rather, in order to practice, expand, field, test and/or disseminate their professional expertise.

Gray Literature Publication. Publication of gray literature including foundation reports; reports published by local, state and national arts agencies; association research reports; reports published by advocacy organizations.

Periodical Publication. Published reporting of research findings in periodicals with primary and/or significant arts administration or arts administration education readership.

Department, College, University, and Professional Service

A service component is a normal part of a faculty employee’s obligation to the University. Formation of policy, participation in faculty governance, and effective performance of service duties at the department, college and/or university level shall be taken into consideration in the evaluation process. Faculty employees are expected to engage in service related to their professional role as scholars for the benefit and development of local, state, national, international, and the University communities.

1. Evaluation of candidates for tenure and/or promotion will be based on a clear demonstration of their service at the department, college, University, or professional level. The faculty member is expected to demonstrate competency through one or more of the following service activities:
 - a. Member of department, college or university-level committee(s)



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- b. Chair of department, college or university-level committee(s)
- c. Involvement with relevant professional associations
- d. Other activities defined by the CFA Faculty Handbook as criteria for merit review, tenure and promotion may also be used as evidence of service to the academic community

Administration

Involvement in Department, College, or University administrative activities primarily take the form of leadership on committees, assignments to unit leadership, engagement in reaccreditation activities, involvement in specific tasks associated with meeting goals of the strategic plan, etc. These functions are critical to the success of the Department, College, and University.

Due to the essential nature of such activities, the willingness of faculty to attenuate their personal research agendas in order to fulfill these important roles to facilitate the Department, College, or University's efforts to achieve identified goals is highly valued. Unlike service on committees and occasional leadership roles in specific arenas, these administrative roles demand a great deal of the individual faculty's time and energy. When an individual's DOE specifies a percentage of effort specifically focused on administration, achievement will be assessed based on the job description for the administrative role as described in the Department of Arts Administration's Operating Rules and Procedures.

General Criteria for Ranks

The following general criteria for appointment and promotion serve as guidelines for persons involved in the decision process.

1. **Assistant Professor.** Appointment, reappointment, or promotion to the rank of assistant professor shall be made after it has been determined that the individual has earned the terminal degree appropriate to the field of assignment as recognized by the academic discipline, has capability for excellent instruction, research or other creative activity, and service, and demonstrates potential for significant growth.



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2. **Associate Professor.** Appointment, reappointment, or promotion to associate professor shall be made only after a candidate has met the criteria for assistant professor and has demonstrated high scholarly achievements commensurate with area assignments. In particular, an indication of continuous improvement and scholastic contributions should be evident as documented by the candidate. Further, the individual should have earned external recognition for excellence in her or his scholarly activities. Where appropriate, this recognition should be on a regional or national level as appropriate to the field of assignment.

3. **Professor.** Appointment, reappointment, or promotion to full professor shall be made only after a candidate has met the criteria for associate professor and has demonstrated high scholarly achievements commensurate with his or her area assignments. In particular, such an appointment implies that, in the opinion of colleagues, she or he has earned a high level of professional recognition. Where appropriate, this recognition should be on a national or international level in the field of assignment. It is further emphasized that this rank is in recognition of attainment rather than length of service.