

**THE UNIVERSITY OF TENNESSEE**  
**DEPARTMENT OF ANTHROPOLOGY**

**Preamble & Bylaws**  
**Department Handbook**

*Adopted April 29, 2019*

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## PREAMBLE

### **I. Mission**

The mission of the Department of Anthropology is to achieve excellence in undergraduate and graduate instruction, research and scholarship, institutional service, and community or public outreach. The Department's mission is pursued by developing, maintaining, and promoting balance and interdependence across the subdisciplines of archaeology, biological anthropology, and cultural anthropology. The Department is therefore committed to successfully design, implement, and monitor undergraduate and graduate curricula that reflect the many different interests of anthropologists, but which emphasize that the greatest strength of the discipline is its core concepts uniting anthropological inquiry. The Department's commitment to academia, the public, and its students is firmly grounded in quality and ethically-responsible research and scholarship and that the Department encourages to the greatest possible extent innovative and collaborative research and teaching that focus the activities of faculty from different subdisciplines on common goals. The Department further recognizes its responsibility to promote greater understanding of human diversity in the university and public communities. In keeping with these goals, the Department is committed to intellectual freedom, equal opportunity, and affirmative action for its faculty, staff, and students.

### **II. Statement of Ethics and/or Statement of Diversity & Inclusion (TBD)**

**III.** These Bylaws express the commitment of the UT Department of Anthropology to collaborative governance and to equitably sharing in the work of such governance. The Bylaws complement the College and the University's prescriptions for department operations. As of this writing, these are principally found in the University's *Faculty Handbook* and its *Manual for Faculty Evaluation*, and the Bylaws of the College of Arts and Sciences. College and University writ prevail in cases of divergence from what follows here.

## BYLAWS

### ARTICLE I. THE DEPARTMENT OF ANTHROPOLOGY

- A. The **Department of Anthropology**, generally
1. The Department of Anthropology (henceforth, “the department”) is an academic unit within the College of Arts and Sciences (henceforth, "the College") at The University of Tennessee, Knoxville (henceforth, "the University”). The department consists of personnel, research center, and off-site facilities. It offers one (1) certificate and three (3) degree programs.
  2. Personnel:
    - a. Consist of tenure-line faculty, research professors, lecturers, academic and administrative staff, and postdoctoral researchers.
    - b. May be loosely organized into three subdisciplinary groups: Social/Cultural Anthropology, Anthropological Archaeology, and Biological Anthropology.
    - c. May also form part of a research unit.
    - d. May meet separately within subdisciplinary groups and/or research units to consider relevant professional matters.
  3. Research Centers:
    - a. The Forensic Anthropology Center (FAC).
  4. Off-Site Buildings and Facilities:
    - a. William M. Bass Forensic Anthropology Building.
    - b. Anthropology Research Facility (ARF).
    - c. Middlebrook Building, curation facilities and archaeological laboratories therein.
    - d. Zooarchaeological Processing Facility.
  5. Degree and Certificate Programs:
    - a. The department offers three (3) degrees:
      - i. Bachelor of Arts (BA), with optional concentrations in:
        - a) Disasters, Displacement, and Human Rights (DDHR)
        - b) Forensic Anthropology
        - c) Honors
      - ii. Master of Arts (MA)
      - iii. Doctor of Philosophy (PhD)
    - b. The department offers a Graduate Certificate in DDHR.
- B. Department Faculty
1. The **faculty** of the department consists of the following personnel and academic staff:
    - a. Academic personnel with half- to full-time appointments, including joint appointments, at the rank of Lecturer or higher.
    - b. The Curator of Archaeological Collections.
  2. Faculty members on nine (9)-month appointments:
    - a. Are expected to perform university-related activities for a nine (9)-month academic year and thus are not required to attend meetings or do administrative work outside of the contract period.
  3. Emeritus/a, Adjunct, and Visiting Faculty are not defined as part of the department faculty within these Bylaws.
- C. The Department Head
1. The **Department Head**, generally.
    - a. Is a member of the faculty who is appointed by the Dean of the College, in consultation with the faculty.
    - b. Is at the rank of Professor.

- c. Ideally serves a maximum of two (2) five (5)-year terms, whether consecutive or non-consecutive.
  - d. Does not exceed a teaching load of one (1) course per term, as per negotiations with the College Dean.
2. The Department Head is the chief administrative officer of the department who provides leadership and guidance for departmental personnel and, in the spirit of shared governance, is responsible for administering the department and for implementing its policies and procedures in accordance with College and departmental Bylaws, the [\*Department Handbook\*](#), the *Faculty Handbook*, and *Manual for Faculty Evaluation*.
3. The Department Head's responsibilities are to:
- a. Provide leadership for the departmental academic program in relation to the comprehensive academic program of the University, through:
    - i. Recruitment of faculty and staff.
    - ii. Working with faculty to plan, execute, and review curriculum.
    - iii. Encouraging and supporting faculty teaching, research and creative activity, and service.
    - iv. Counseling and advising students majoring in the discipline.
    - v. Representation of the department to the public, to the other faculty and administration, colleagues at other universities and institutions, and the constituency supporting the University.
  - b. Provide leadership in the articulation and development of the department's long-range Strategic Plan for research, teaching, and service.
  - c. Provide leadership for the infrastructure necessary for support of the academic programs through:
    - i. Employment and supervision of administrative personnel.
    - ii. Management of departmental physical facilities.
    - iii. Planning for space and equipment needs.
    - iv. Development and resource enhancement.
    - v. Preparation, presentation, and management of the departmental budget.
    - vi. Final authorization of all expenditures from the departmental budget.
  - d. Chair all faculty meetings.
  - e. Coordinate faculty and academic staff performance reviews.
  - f. Share with faculty their principles and reasoning behind general salary recommendations.
  - g. Assign a faculty mentor or mentoring committee for each tenure-line faculty member. The Department Head cannot serve in either role.
  - h. Make any other assignments, nominations, or appointments that are specified in these Bylaws.

D. The Associate Head

- 1. The **Associate Head**, generally
  - a. Serves with the purpose of cultivating departmental leadership, in the spirit of shared governance.
  - b. Is a tenured faculty member appointed by the Department Head for a two (2)-year term, in consultation with departmental faculty.
  - c. Serves a maximum of two (2) terms, whether consecutive or non-consecutive.
  - d. Receives a salary supplement per negotiations with the College.
- 2. The Associate Head's responsibilities are to:
  - a. Work in concert with the Department Head in the supervision of department operations.
  - b. Serve as Department Head in the absence and request of the Department Head.
  - c. Oversee yearly retention and promotion meetings of tenure-line faculty, and compose summary letters of such meetings to be provided to the Dean of the College.

E. Parliamentarian

1. The **Parliamentarian**, generally
  - a. Can be any faculty member at the rank of Associate Professor or above, Senior Lecturer or above, or the Curator of Archaeological Collections.
  - b. Must have served on the Bylaws Committee prior to appointment.
  - c. Is appointed by the Department Head, in consultation with the faculty, for a two (2)-year term.
  - d. Serves a maximum of two (2) terms, whether consecutive or non-consecutive.
2. The Parliamentarian shall:
  - a. Be familiar with *Robert's Rules of Order*.
  - b. Be familiar with these Bylaws and other departmental governance documents.
  - c. Serve as an *ex officio* member of the Bylaws Committee.
3. The Parliamentarian's responsibilities are to assist the Department Head by:
  - a. Facilitating conduct of business at all regular faculty meetings, and when appropriate, at special faculty meetings. This includes providing advice when consulted about proper procedure and rules during the conduct of business.
  - b. Drafting a year-long (academic) calendar of regular meetings with important reports or discussions pre-allocated into the calendar, in consultation with Committee Chairs.
    - i. The Parliamentarian shall update and revise this calendar throughout the academic year.
4. If the Parliamentarian must temporarily vacate their position, either for a portion or the entirety of a meeting (*e.g.*, due to a conflict of interest, or to a necessary absence), an interim appointment shall be made by the Department Head.

F. Director of Graduate Studies

1. **Director of Graduate Studies (DGS)**, generally
  - a. Is a tenured faculty member nominated by the Department Head, in consultation with the faculty.
  - b. Is elected to a three (3)-year term by a simple majority vote of the Voting Faculty.
  - c. Ideally serves at most two (2) terms, but with the option to serve additional terms.
  - d. Receives one (1) course release per academic year.
2. The DGS' responsibilities are to:
  - a. Serve as the principal contact and coordinator for all graduate-level matters, including:
    - i. Recruitment and admission activities, including open houses and orientations.
    - ii. Admissions policies.
    - iii. Policies related to the students' progress in the degree programs, including student annual reviews.
    - iv. Departmental graduate assistantships and awards.
    - v. Southern Association of Colleges and Schools Commission on Colleges (henceforth, "SACS") assessments.
  - b. Update the departmental *Graduate Handbook* annually and relevant sections of the departmental website, as needed.
  - c. Serve as liaison to the College and the Graduate School.
  - d. Chair the Graduate Committee and serve as the required representative of their subdiscipline on the Graduate Committee.
  - e. Serve as a voting member of the Curriculum Committee.
  - f. Lead engagement in strategic planning involving graduate issues.
3. If the DGS must temporarily vacate their position, an interim appointment shall be made by the Department Head in consultation with the DGS and faculty.

G. Director of Undergraduate Studies

1. The **Director of Undergraduate Studies** (DUGS), generally.
  - a. Is any member of the faculty.
  - b. Is appointed by the Head for a three (3)-year term, in consultation with the faculty.
  - c. Ideally serves at most two (2) terms, but with the option to serve additional terms.
  - d. Receives one (1) course release per academic year.
2. The DUGS' responsibilities are to:
  - a. Serve as the principal contact and coordinator for all undergraduate-level matters, including:
    - i. Course scheduling and curriculum long-term planning.
    - ii. Equitable assignment of tenure-line faculty undergraduate advisors.
    - iii. Prospective undergraduate student visits.
    - iv. SACS assessments.
  - b. Chair the Undergraduate Committee.
  - c. Serve as a voting member of the Curriculum Committee.
3. If the DUGS must temporarily vacate their position, an interim appointment shall be made by the Department Head in consultation with the DUGS.

H. Director of the FAC

1. The **Director of the FAC**, generally
  - a. May be any full-time faculty member.
  - b. Typically maintains a 1:1 teaching load, as per negotiations with the College Dean.
2. The Director of the FAC's responsibilities are to:
  - a. Provide an annual report to the faculty on previous and projected FAC activities.
  - b. Manage the FAC's operating budget.
  - c. Oversee appointments and duties of FAC-affiliated faculty and staff, including any assistant or associate directors, research faculty, and postdoctoral scholars.
  - d. Oversee appointments of FAC-related teaching assistants.
  - e. Oversee operations at the William M. Bass Forensic Anthropological Building and the Anthropological Research Facility (ARF).
  - f. Oversee FAC resources (*i.e.*, skeletal collections and other donor-associated materials).
  - g. Oversee requests for access to, and facilitate approved research of, FAC resources.

I. The Curator of Archaeological Collections

1. The **Curator of Archaeological Collections** (also, "the Curator"), generally
  - a. Is academic staff.
2. The Curator's responsibilities are to:
  - a. Oversee curation resources, which include paper and digital archives, archaeological human remains and artifacts under the control of the department and under the control of various federal and state agencies housed by the department.
  - b. Oversee requests for access to, and facilitate approved research of, curation resources.
  - c. Ensure compliance with all federal, state and local legislation, especially the Native American Graves Protection and Repatriation Act (NAGPRA).
  - d. Facilitate repatriation under NAGPRA, stressing active outreach with federally recognized tribes.
  - e. Serve on the University NAGPRA Committee.
  - f. Chair the Curation Committee.
  - g. Manage projects, reports, and budgets, as needed, that relate to curation, NAGPRA, and repatriation activities.
  - h. Oversee appointments of curation-related staff and graduate assistants.

- i. Engage in outreach events (*e.g.*, presentations at local museums, topical conferences, and heritage centers).
- j. Attend NAGPRA-related conferences and workshops in Southeast region.

## ARTICLE II. DEPARTMENTAL GOVERNANCE: DEFINITIONS & GENERAL PROCEDURE

- A. Departmental meetings
  1. Meeting types
    - a. **Regular faculty meetings:**
      - i. include all members of the faculty as defined in Article I, an undergraduate and a graduate student representative elected by their peers, and optionally, visiting and adjunct faculty, postdoctoral researchers, and members of the administrative staff.
      - ii. are concerned with matters of personnel, instruction, shared governance, and University business, in addition to motions coming out of committees.
    - b. **Faculty status meetings:**
      - i. include only tenure-line faculty.
      - ii. concern the appointment, renewal of appointment, promotion, and tenure of faculty.
    - c. **Special meetings** are non-regular meetings that concern University business or special circumstances, with constituency determined *ad hoc*.
    - d. **Committee meetings** are concerned with the specific matters apportioned to each committee in Article II, Section B.
  2. Meeting occurrence
    - a. Regular faculty meetings shall be held at minimum once per month during the Fall and Spring semesters. The Department Head normally provides a schedule of these meetings by the first faculty meeting of the semester. Exceptions may be made to this schedule by a simple majority of the Voting Faculty (as defined in Article II, Section A, Subsection 4).
    - b. Departmental meetings shall be called by the Department Head or by the Associate Head if the Associate Head is acting at the direction of the Department Head under her or his absence.
    - c. Special meetings may be called upon petition of at least one-third of the Voting Faculty to the Department Head.
    - d. Meetings shall be scheduled on weekdays, typically on Wednesday afternoons, and shall avoid time conflicts arising from instructional or service duties of the Voting Faculty (as defined in Article II, Section A, Subsection 4).
  3. Criteria for open and closed-door meetings
    - a. Meetings held to consider issues that are confidential or sensitive will be restricted to those persons designated by the College Bylaws. These include matters of faculty appointment, retention, promotion, and tenure.
    - b. Business entailing discussion of student records and personnel at faculty meetings is deferred until student representatives and other non-faculty attendees have left the meeting.
    - c. Outside of these restrictions, regular faculty meetings shall be open to observers who are members of the University community or are residents of the State of Tennessee.
  4. Voting Faculty Membership
    - a. **Voting Faculty** include all academic personnel who hold full-time and/or joint appointments in the Department of Anthropology, and the Curator.
    - b. Adjunct Faculty, Visiting Faculty, Emeritus/a Faculty, and postdoctoral researchers are not eligible.
  5. Quorum
    - a. A quorum for all departmental meetings shall consist of fifty (50) percent of the Voting Faculty not on leave during the semester in question in the case of regular meetings, or fifty (50) percent of voting membership as specified by the meeting type.

- b. Individuals of the Voting Faculty who attend remotely through internet, phone, or video conference are included in the quorum count.
- 6. Conduct of business at regular faculty meetings
  - a. The agenda for regular faculty meetings shall include, in addition to business, announcements of upcoming University, College, and Departmental deadlines. Agendas shall also include lists of publications, academic presentations, scholarly and creative activities, outreach, and grants received, solicited from the faculty.
  - b. Except where in conflict with these Bylaws, *Robert's Rules of Order* will govern faculty meetings.
  - c. Questions about procedure or potential conflicts with these Bylaws shall be adjudicated by the Parliamentarian, in consultation with the faculty.
  - d. Except where otherwise specified, decisions will be made by a simple majority vote of the voting membership by voice vote or show of hands.
  - e. Final faculty action may not be taken on an item which is not on the approved agenda.
  - f. Minutes shall be made available electronically no later than three (3) business days after each meeting.
  - g. Minutes from the prior meeting will be approved by a majority vote.
- 7. Conduct of business at personnel status meetings
  - a. Eligibility for participation in these meetings is specified in the *Faculty Handbook* and the *Manual for Faculty Evaluation*.
  - b. Notice of a meeting with the agenda and all pertinent materials such as *vitae*, committee recommendations, *etc.*, must be presented to the eligible faculty at least five (5) working days prior to the meeting.
  - c. A quorum will consist of two-thirds of the eligible faculty not on leave. Eligible faculty who are on leave have the right to attend remotely or to cast their ballots in absentia.
  - d. Votes shall cast by secret ballot and the results communicated to the eligible faculty.
  - e. These meetings will be strictly confidential and no minutes will be taken.
- 8. Conduct of business at special meetings
  - a. Barring circumstances that fall under the same criteria as personnel status meetings, special meetings shall follow the conduct of business for regular faculty meetings.
  - b. Minutes will be taken and distributed to the faculty and a copy will be available in the department office.
- 9. Conduct of business at committee meetings
  - a. Committee meetings shall follow the conduct of business for regular faculty meetings.
  - b. Minutes will be taken and distributed to the faculty and a copy will be available in the main department office.

## B. Committees

- 1. Committee types
  - a. The department shall have Standing Committees, defined as permanent committees that address ongoing tasks set out in [Article III](#).
  - b. The department shall also have *ad hoc* Committees, defined as committees that address a specific, temporally defined task that may be recurrent.
- 2. General structure and membership
  - a. Except where specified differently below, members of committees shall be nominated in consultation with the Department Head by the first regular faculty meeting of the Fall semester. All appointments shall be voted on by the Voting Faculty and approved through simple majority.
  - b. Committees shall ideally include representatives from each of the subdisciplines.

- c. All departmental committees shall have staggered membership, in which one member of the committee completes her or his term at the end of each academic year, and one new member is appointed at the beginning of each academic year.
  - d. Except where specified differently below, the committee member in the final year of her or his term shall serve as the chair of the committee. In cases where the eligible committee head is on leave, the committee member in the penultimate year of her or his term shall serve as the committee head.
  - e. The Department Head shall nominate alternate committee members for faculty as needed. Temporary committee members shall not serve as the head of committee.
3. Committee chair responsibilities
    - a. Prepare agendas with input from the committee members
    - b. Share the agenda with the faculty via e-mail no later than twenty-four (24) hours before the committee meeting.
    - c. Lead committee meetings.
    - d. Organize for the recording and distribution of minutes.
  4. A new standing committee may be created by a simple majority vote of the faculty, and the composition or powers of a standing committee may be altered by a majority vote of the faculty. All actions to create, abolish, change composition or powers of standing committees shall require prior notification in writing to the faculty.
  5. *Ad hoc* committee structure and organization
    - a. The faculty, in consultation with the Department Head, may propose *ad hoc* committees, nominate members to serve, designate a committee chair, and charge them with carrying out specific tasks. These committees are dissolved upon completion of the assigned task.
    - b. *Ad hoc* committees are exempt from the general committee structure and membership, with the exception of Search Committees, the membership of which must conform with the *Faculty Handbook* and general university policy.
- C. Proxies and special appointments
1. **Proxies** for the department shall be appointed as needed by the Department Head in consultation with the faculty. These include proxies for the Department Head to the College divisional committees, College curriculum subcommittees, and undergraduate and graduate councils.
  2. Appointed positions and responsibilities
    - a. Generally, **appointed positions**:
      - i. Are made by the Department Head, in consultation with the faculty.
      - ii. Carry term limits that are to be decided at the beginning of the appointment, where appropriate.
    - b. **Ten-year Academic Program Review (APR) Chair**
      - i. The chair shall be appointed the year before the ten-year APR, and shall serve through the completion of the APR. Ideally, this individual may also serve as the chair of the mid-cycle review.
      - ii. The chair shall work with the Department Head to prepare for the APR.
      - iii. The chair shall oversee the preparation of the documentation, namely the Self-Study Document, required to comply with the ten-year APR.
      - iv. The chair shall also oversee the preparation of the Mid-cycle Review Report.
      - v. The chair shall receive compensation in the form of a course reduction for one semester to allow time for the completion of the ten-year review preparations.
    - c. **Departmental Review Chair (DRC)**
      - i. The DRC serves as the departmental Institutional Review Board (IRB) officer, and reviews and approves applications for consideration by the University IRB Committee.

- ii. The representative informs the faculty of changes in University policies and procedures for IRB review.
- d. **Departmental Safety Officer (DSO)**
  - i. The DSO serves as the departmental representative on the Laboratory Safety Committee (LSC) of the University's Environmental Health & Safety office.
  - ii. This individual is responsible for regularly communicating to the faculty all important policies and regulations, and any other pertinent information from the Lab Safety Committee.
- e. **Library Representative**
  - i. The representative shall serve as liaison with the Subject Librarian for the department.
- f. **Lambda Alpha National Honor Society Representative**
  - i. The representative shall serve as the faculty coordinator and departmental chapter leader for Lambda Alpha National Anthropology Honor Society.
  - ii. In this role, the representative is a source of information for and assesses eligibility of undergraduates who wish to become members of the Society.

## ARTICLE III. DEPARTMENTAL COMMITTEES

### A. Committees, generally

1. Consist of Standing and *Ad Hoc* Committees.
2. General structure and membership are specified in Article II, Section B.

### B. Standing Committees

#### 1. Performance Assessment Committee (PAC)

- a. Committee members shall consist of three (3) full-time tenured faculty at the rank of Professor representing, if possible, each of the three subdisciplines. In cases in which non-tenure-line teaching faculty are reviewed, a senior or distinguished lecturer shall also serve on the committee.
- b. Members shall serve three (3)-year terms.
- c. The PAC is advisory to the Department Head. In that capacity, the PAC shall:
  - i. Review the Annual Performance Evaluations (APEs) by the Department Head for all tenure-line and non-tenure-line teaching faculty.
  - ii. Review the annual review of academic staff upon staff member's request.
  - iii. Ensure the assessments are accurate and are in keeping with the [Department Handbook](#).
  - iv. Inform in writing the Department Head, Associate Head, and relevant faculty in cases where assessments do not match criteria.
  - v. Meet with the Department Head and Associate Head to review the specified case and recommend appropriate action to the Department Head.
- d. The PAC shall also provide input on the contents of the [Department Handbook](#) to the Bylaws Committee, as needed.

#### 2. Graduate Committee

- a. The committee chair shall be the Director of Graduate Studies (DGS).
- b. Committee members shall consist of three (3) full-time faculty representing, if possible, each of the three subdisciplines. The DGS shall serve as the representative of her or his subdiscipline.
- c. Members shall serve three (3)-year terms.
- d. The committee:
  - i. Screens and votes on all applications for admission to the graduate program in consultation with the members of their subdiscipline. These decisions are presented at a regular faculty meeting for final vote.
  - ii. Administers procedures for monitoring and assessing students' progress toward meeting the degree requirements outlined in the Graduate School Catalog.
  - iii. Serves as advisors for the incoming MA students until these students establish a committee chair.
  - iv. Administers the annual evaluation by the Southern Association of Colleges and Schools (SACS) evaluation of the M.A. and Ph.D. programs, collecting data, and conducting other performance measures as recommended by the Curriculum Committee.
  - v. Oversees the nomination process for university/graduate student fellowships for which the department can put forward a limited number of nominees (usually one) by:
    - a) Maintaining a list of potential student nominees
    - b) Circulating a call for nominations and recommending nominees to the faculty.
    - c) Presenting final nominees to the faculty for a final vote.

**3. Undergraduate Committee**

- a. The committee chair shall be the Director of Undergraduate Studies (DUGS).
- b. Committee members shall consist of three (3) full-time tenured teaching faculty representing, if possible, each of the three subdisciplines. The DUGS shall serve as the representative of their subdiscipline.
- c. Members shall serve three (3)-year terms.
- d. The committee:
  - i. Advises the faculty on curriculum, advising, and other matters affecting undergraduates.
  - ii. Provides general oversight of the progress of students toward graduation.
  - iii. Administers departmental awards for undergraduates and identifies top graduating seniors for the Senior Recognition Brochure.
  - iv. Administers the annual evaluation by SACS of anthropology majors, collecting data and conducting other performance measures as recommended by the Curriculum Committee.

**4. Curriculum Committee**

- a. Committee members shall consist of three (3) faculty representing, if possible, each of the three subdisciplines, in addition to the DGS and the DUGS.
- b. Members shall serve three (3)-year terms.
- c. The committee:
  - i. Keeps the departmental curriculum in compliance with College and University curricula and provides guidance to faculty on curricular changes.
  - ii. Works with faculty to plan and schedule course offerings in advance of each academic year, including mini-terms and summer sessions, as well as strategically organize these to optimize student enrollments and minimize course topic overlap and schedule conflicts.
  - iii. Coordinates all curriculum changes and department-wide evaluation of the curriculum to comply with SACS.
  - iv. Provides guidance and oversight to the annual evaluation of the department curriculum to comply with SACS by setting curriculum assessment criteria and metrics.
  - v. Actions of the committee will be guided with input of the faculty and the Department Head.

**5. Budget Oversight Committee**

- a. Committee members shall consist of three (3) faculty representing, if possible, each of the three subdisciplines, in addition to the Associate Head as a member *ex officio*.
- b. Members shall serve three (3)-year terms.
- c. The committee shall provide advice in a timely manner to the Department Head concerning the allocation of funds, by:
  - i. Reviewing the Department Head's full accounting of all budget allocations, including discretionary and operational budgets but not those associated with salary and benefits, no fewer than once per semester.
  - ii. Reviewing the Department Head's proposed annual budget to the College prior to its submission.
  - iii. Advising the Department Head on the allocation of funds to departmental members who have made written funding requests to the Department Head.
  - iv. Providing a summary report of all financial activities to the faculty each semester.

6. **Bylaws Committee**

- a. Committee members shall consist of three (3) faculty who ideally represent each of the three subdisciplines, in addition to the Parliamentarian as a member *ex officio*.
- b. The committee shall meet once a year, or more as necessary, to review and update the Bylaws and the [Department Handbook](#), as needed.

7. **Curation Committee**

- a. The committee chair shall be the Curator of Archaeological Collections.
- b. Committee members shall consist of
  - i. At least two (2) faculty in addition to the Chair.
  - ii. At least one (1) of the faculty members should be from archaeology.
- c. The committee shall meet once a year, or more as necessary, to review curation policies and activities, including loans, accessions, and deaccessions.

C. *Ad hoc* Committees

1. Recurrent *ad hoc* committees:
  - a. are regularly formed to fulfill periodic departmental needs.
  - b. Examples:
    - i. Search Committees. The structure and membership of these committees must conform with the *Faculty Handbook*, as well as details stipulated in [Article V](#).
    - ii. Degree Program Revision Committees.
2. Occasional *ad hoc* committees are constituted only on rare, as needed bases.

## **ARTICLE IV. SELECTION, EVALUATION, AND REAPPOINTMENT OF THE DEPARTMENT HEAD**

### **A. Selection**

1. Search Committee
  - a. The Dean appoints a committee chair for an *ad hoc* search committee from outside the department.
  - b. Department faculty will nominate and forward to the College Dean a slate of potential faculty representatives to serve on the *ad hoc* search committee.
  - c. Department faculty membership of the Dean's *ad hoc* search committee must consist of one (1) faculty member per subdiscipline, at least one (1) non-tenure-line faculty member, and must be diverse in terms of gender and race.
2. Appointment
  - a. The process of appointment shall include a vote of the Voting Faculty that is advisory to the Dean.
  - b. The vote of the Voting Faculty and the bases for that vote shall be documented in writing and sent to the Dean for review.

### **B. Evaluation**

1. For the purposes of an effective and meaningful evaluation of the Department Head's performance, department personnel will participate in the annual evaluation of the Department Head that is initiated by the College Dean.
2. The Dean makes available a summary assessment for inspection by departmental faculty, including goals established for the coming year.
3. The Department Head will report on the results of their annual evaluation to the faculty, including plans for addressing any grievances.

### **C. Reappointment**

1. A Department Head may be reappointed for an additional five (5)-year term after a reappointment review by the Dean.
2. The process for reappointment input and solicitation shall include a vote of the Voting Faculty.
3. The vote of the tenure-line and the bases for that vote shall be documented in writing and sent to the Dean for review.

## ARTICLE V. HIRING OF TENURE-LINE FACULTY

- A. Generally, **tenure-line faculty hiring procedures** are conducted according to:
  - 1. The College Bylaws and the *Faculty Handbook*, and
  - 2. The Office of Equity & Diversity (OED) guidelines to conducting a faculty search.
  
- B. The *ad hoc* Search Committee
  - 1. Membership
    - a. Nominations may come from any faculty member.
    - b. The Department Head selects members and appoints a Chair from those nominations, in consultation with the faculty.
    - c. It is the Department Head's responsibility to assure appropriate search committee representation in accordance with University search procedures.
  - 2. The *ad hoc* Search Committee:
    - a. Recommends the applicant pool and identifies principal and alternate candidates to be considered for interviews.
    - b. Generates a *Narrative Summary*, that
      - i. documents the methods and actions taken to advertise the position, recruit applicants, and select principal and alternate candidates.
      - ii. is submitted to the Department Head for approval.
  - 3. The Department Head:
    - a. Forwards the *ad hoc* Search Committee's *Narrative Summary* to the College and to OED for approval.
    - b. Upon approval of the *Narrative Summary* by the College and OED, notifies potential candidates and initiates plans for on-campus interviews, in coordination with administrative personnel.
    - c. Post-candidate interviews, coordinates a faculty meeting to discuss and vote on the hire, as per Article V, Section C.
    - d. After the faculty vote, engages in selection and negotiations pertaining to the hire, as per Article V, Sections C and D
  
- C. Faculty Vote
  - 1. A faculty meeting is held to discuss and vote on the hire.
  - 2. Discussions include:
    - a. Input from non-tenure-line faculty and the Curator.
    - b. A report from the AGSA Representative based on a poll of student opinion, with principal candidates ranked.
  - 3. Voting:
    - a. Is by secret paper ballot.
    - b. E-mail or equivalent proxy ballots may form part of the final vote tally.
    - c. Each tenure-line faculty member has one (1) vote.
    - d. Balloting continues until a candidate receives a majority vote.
    - e. Ranked alternates will be chosen similarly.
    - f. Results of the vote are submitted to the Department Head.
  
- D. Selection
  - 1. The Department Head selects a primary candidate, followed by a series of ranked candidates, based on the advisory vote of the tenure-line faculty.
  - 2. The Department Head submits a *Request to Offer* form to all appropriate administrative offices for approval.

E. Negotiations and Offers

1. Upon *Request to Offer* form approval, the Department Head coordinates all candidate negotiations.
2. All official offers can only be extended by the Chancellor, Provost, Vice Chancellor, Vice President, or President.

## VI. APPOINTMENT AND RENEWAL OF FACULTY TO NON-TENURE-LINE POSITIONS

- A. Generally,
1. **Non-tenure line positions** include:
    - a. Non-tenure-line teaching faculty
    - b. Non-tenure-line research faculty
    - c. Academic staff
    - d. Adjunct faculty
  2. Appointments and Renewals
    - a. are based on departmental teaching and research needs, and personnel evaluations.
    - b. will be made in accordance with the College Bylaws and the *Faculty Handbook*.
- B. Non-Tenure-Line Teaching Positions
1. **Non-Tenure-Line Teaching Faculty** include:
    - a. Regular Non-Tenure-Line Teaching Faculty
    - b. Temporary and Visiting Non-Tenure-Line Teaching Faculty
  2. **Non-Tenure-Line Teaching Faculty**
    - a. The following titles and ranks may be assigned to regular non-tenure-track teaching faculty by the College: **Lecturer, Senior Lecturer, Distinguished Lecturer**. The following honorary title may be assigned by the department: **Emeritus/a Lecturer**.
    - b. When the department identifies the need for a new regular non-tenure-line teaching position:
      1. In consultation with the faculty at a prior faculty meeting, a funding request is made by the Department Head in the annual budget request to the College.
      2. Once funding is approved, an *ad hoc* hiring committee shall be formed, comprising at least one representative from each subdiscipline. Ideally, the hiring committee chair shall be from the same subdiscipline as the position to be hired. The hiring committee chair shall contact OED to initiate the hiring process.
      3. The new position shall be advertised according to OED criteria and application materials will be requested.
      4. The search committee reviews applicant pool and identifies candidates to be considered for interviews.
      5. After interviews and review of application materials, a regular faculty meeting will be called to discuss and vote on the hire.
      6. The Department Head will then recommend appointments to the Dean, who will in turn recommend appointments to the Chief Academic Officer. Notification of appointment to the chosen applicant is made by a letter from the Chief Academic Officer.
  - c. **Emeritus or Emerita Lecturer**
    - i. Generally, the title of Emeritus/a Lecturer
      - a) Is bestowed only at the level of the department as an honorary title.
      - b) is usually at the rank of Distinguished Lecturer at the time of retirement.
      - c) May be at the rank of Lecturer or Senior Lecturer in cases of long and meritorious service.
    - ii. In the Department, Emeritus/a Lecturers
      - a) Are not part of the Voting Faculty.
      - b) May request adjunct status for the purposes of maintaining e-mail and library privileges.

3. **Temporary and Visiting Non-Tenure Line Teaching Faculty**

- a. In a spring faculty meeting, prior to the spring budget request to the College, the Department Head shall announce the requested position(s) and any preferred candidates. The faculty may suggest additional candidates to the Department Head at this time, in consultation with the planning done by the Curriculum committee (Article III, Section B, Subsection 4, Paragraph e).
- b. In those cases where immediate replacements of faculty are required, the Department Head may recommend appointments without prior faculty review. However, in such cases, the faculty should be notified of the appointment as soon as possible.

4. Appointment

- a. Typically, regular non-tenure-line teaching appointments will be made at the rank of lecturer for a term of one (1) year or less. Typically, temporary non-tenure-line teaching appointments will be made at the rank of lecturer for a term of one semester.
- b. Regular non-tenure-line teaching faculty promoted to the rank of senior lecturer or distinguished lecturer may hold appointments lasting up to three (3) years and five (5) years, respectively.
- c. Renewal of lecturer contracts at any rank will be based on departmental teaching needs and lecturer evaluations by the Department Head in consultation with the faculty.
- d. The initial appointment of an individual at a rank of senior lecturer or distinguished lecturer will follow the procedures specified in the *Faculty Handbook*.

C. Non-Tenure-Line Research Positions

1. **Non-tenure-line research faculty** may hold the following ranks or titles: research assistant professor, research associate professor, research professor, adjunct research faculty, or visiting research faculty.
2. Hiring:
  - a. Non-tenure-line research positions are filled as required to meet research needs and may occur at any time during the year.
  - b. Hiring will proceed according to policies in the *Faculty Handbook*.

D. Academic staff

1. **Academic staff** include:
  - a. Curator of Archaeological Collections
  - b. Other permanent full-time academic staff.
2. Academic staff appointment
  - a. In consultation with the faculty at a prior faculty meeting, a funding request is made by the Department Head in the annual budget request to the College.
  - b. Once funding is approved, an *ad hoc* hiring committee shall be formed, comprising at least one representative from each subdiscipline. Ideally, the hiring committee chair shall be from the same subdiscipline as the position to be hired. The hiring committee chair shall contact OED to initiate the hiring process.
  - c. The new position shall be advertised according to OED criteria and application materials will be requested.
  - d. The search committee reviews applicant pool and identifies candidates to be considered for interviews.
  - e. After interviews and review of application materials, a regular faculty meeting will be called to discuss and vote on the hire.
  - f. The Department Head will then recommend appointments to the Dean, who will in turn recommend appointments to the Chief Academic Officer. Notification of appointment to the chosen applicant is made by a letter from the Chief Academic Officer.

E. Adjunct Faculty Positions

1. Generally, **Adjunct Faculty**

- a. May be assigned the following titles and ranks: **adjunct lecturer, adjunct assistant professor, adjunct associate professor, adjunct professor.**
  - b. are appointed for specified tasks that carry fixed terms.
2. Adjunct lecturers are appointed for instructional purposes only.
3. Adjunct professors of any rank may be appointed to sit on graduate committees, serve as program directors, or engage in collaborative research, teaching, and service activities.
4. Appointment
- a. To request adjunct status, the individual must present a letter of request and a *curriculum vitae* to the Department Head to be circulated to the faculty at least two (2) weeks prior to a faculty meeting.
  - b. A simple majority of the Voting Faculty will allow for an adjunct appointment or reappointment.
  - c. The Office of the Provost issues letters of appointment.
  - d. At the request of the Department Head or a majority of the Voting Faculty, candidates for Adjunct Faculty may present a research presentation prior to or after faculty review.

## ARTICLE VII. WORKLOAD RESPONSIBILITIES OF FULL-TIME TENURE-LINE FACULTY

### A. Workload

1. The assigned workload for full-time tenure-line faculty consists of a combination of responsibilities related to teaching and advising, research / scholarship / creative activity, and institutional and/or public service. The University requires that each member of the faculty perform a reasonable and equitable amount of work each year.
2. The individual mix of these responsibilities is assessed:
  - a. Annually, during the scheduled Annual Performance Evaluation (APE) period.
  - b. By the Department Head in consultation with each faculty member, with review and approval of the Dean and Chief Academic Officer.
3. All statements about workload and performance expectations are understood within the context of a three (3)-year rolling average.

### B. Responsibilities

1. Teaching & advising
  - a. Teaching and advising, generally
    - i. To facilitate student learning, faculty members are expected to design and execute courses to achieve clearly defined learning objectives with appropriate evaluation tools and teaching methods.
    - ii. To facilitate student educational progress, faculty members also advise and mentor undergraduate and graduate students concerning educational and professional opportunities, degree plans, and career goals.
  - b. The normal maximum teaching responsibility of a full-time faculty member engaged *only* in classroom teaching is twelve (12) credit hours each semester. For those full-time faculty members who are also engaged in research and service, the normal teaching responsibility is two (2) courses per semester.
  - c. The precise teaching responsibility of each individual will be based on such factors as class size and the number of examinations, papers, and other assignments that require grading and evaluation. In addition, the number of different courses taught and other appropriate considerations will be used to determine teaching responsibility.
  - d. Classroom teaching responsibility may be reduced by the Department Head for other justifiable reasons including student advising, active involvement in research and/or creative activities (with publications or other suitable forms of recognition), direction of graduate theses or dissertations, teaching non-credit courses or workshops, administrative duties, and institutional and/or public service.
2. Research/scholarship/creative activity
  - a. Generally, faculty members make intellectual and creative contributions through the scholarship of discovery and application, both within and across disciplines.
  - b. Faculty members pursuing scholarship of discovery create new knowledge and skills, are expected to:
    - i. Disseminate their scholarly work through venues respected in their disciplines and beyond academia, *i.e.*, peer-reviewed publications/book and conference presentations.
    - ii. Secure funding where appropriate.
    - iii. Mentor undergraduate and graduate students, both those in residence and those visiting the University, in the research experience, including oversight and direction of theses and dissertations.

- c. Faculty members pursuing the scholarship of application:
    - i. Should make regular efforts to engage in community outreach to co-develop successful practices to benefit individuals and organizations.
3. Institutional/Public Service
- a. Faculty members participate in department, college, and University governance.
  - b. Faculty members serve their disciplines by:
    - i. Providing leadership in appropriate public, private, professional, and governmental organizations.
    - ii. Providing peer-reviews of journal and book manuscripts, and grant proposals.
    - iii. Engaging in editorial leadership positions of appropriate journal venues.
    - iv. Organizing conferences and workshops.
  - c. Faculty members benefit the community beyond the institution by:
    - i. Lending their professional expertise to aid or lead organizations that create beneficial linkages between the University and the community.
    - ii. Engaging in public outreach and engagement activities.

**ARTICLE VIII. WORKLOAD RESPONSIBILITIES OF FULL-TIME NON-TENURE-LINE FACULTY AND ACADEMIC STAFF**

A. Teaching Faculty

1. The assigned workload consists primarily of teaching responsibilities with the goal of facilitating student learning.
2. Research or service activities may be included as part of their effort.
3. These responsibilities are established:
  - a. Annually, during the scheduled Annual Performance Evaluation (APE) period.
  - b. In consultation with the Department Head, and with review and approval of the Offices of the Dean and Chief Academic Officer.

B. Research Faculty

1. The assigned workload consists primarily of research or creative activity responsibilities supported through grants and contracts.
2. Teaching or service activities may be included as part of their effort.
3. These responsibilities are established:
  - a. Annually, during the scheduled Annual Performance Evaluation (APE) period.
  - b. In consultation with the appropriate direct supervisor, and with review and approval of the Department Head, and Offices of the Dean and Chief Academic Officer.

C. Academic Staff

1. The assigned workload consists primarily of service responsibilities.
2. These responsibilities are established:
  - a. Annually, during the scheduled annual review period.
  - b. In consultation with the Office of the Provost, and with review and approval of the Department Head, and Offices of the Dean and the Chief Academic Officer.

**ARTICLE IX. PREPARATION FOR ANNUAL PERFORMANCE EVALUATIONS (APEs) BY TENURE-LINE AND NON-TENURE-LINE FACULTY**

A. Timeline and Procedures

1. APEs shall occur annually in accordance with the Faculty Evaluation Calendar, as provided annually by the Office of the Provost.
2. Procedures for APEs shall follow the *Faculty Handbook* and *Manual for Faculty Evaluation*.

B. Mentoring

1. Tenure-Line Faculty

- a. The Department Head shall assign a faculty mentor or a mentoring committee for each tenure-track faculty member.
- b. The mentor should be a senior member of the same department or another unit who is not the Department Head, and who can serve as a model and as a source of information.
- c. A faculty mentor or mentoring committee may be assigned at the request of each tenured faculty member.

2. Non-Tenure-Line Faculty:

- a. May request a faculty mentor, who should be a senior member of the same department or another unit, and can serve as a model and as a source of information.

C. Tenure-Line Faculty

1. At a date stipulated by the Department Head, all tenure-line faculty shall:

- a. Update information in the University's Faculty Activity Reporting system pertaining to teaching, scholarly or creative activity, and service (including outreach and engagement) conducted in the previous academic year;
- b. Complete a narrative providing clarifications about activities reported for the previous year, and also concerning plans for the upcoming academic year.
- c. Generate a Faculty Annual Evaluation Report and submit it to the Online Faculty Review system at the direction of the Office of the Provost for initial review by the Department Head.

2. All tenure-line faculty applying for promotion and/or tenure are exempt from completing an APE, as the application for promotion and/or tenure serves in its place.

D. Preparations for APEs by non-tenure-line faculty

1. At a date stipulated by the Department Head, all non-tenure-line teaching faculty of the rank of lecturer or above, research faculty shall

- a. Update information Faculty Activity Reporting system pertaining to teaching, scholarly or creative activity, and service (including outreach and engagement) conducted in the previous academic year;
- b. Provide a statement of goals for the next academic year;
- c. Generate a Faculty Annual Evaluation Report (a/k/a/ workload) and submit it to the Department Head for review.
- d. Non-tenure-line faculty are exempt from completing an APE when applying for promotion, in which a departmentally designated group of faculty reviews and evaluate rank promotions in accordance with Departmental and College Bylaws.

## ARTICLE X. ANNUAL PERFORMANCE EVALUATIONS (APEs)

- A. The schedule for the occurrence of APEs for tenure-line and non-tenure-line faculty is outlined in [Article IX](#). The Department Head manages the process of annual review of tenure-line faculty in a timely way to ensure compliance with all deadlines for submission of the review forms to the Dean and Chief Academic Officer. Where not specified herein, all procedures and policies shall be the same as those in the *Faculty Handbook* and the *Manual for Faculty Evaluation*.
- B. Tenured faculty
1. The Department Head shall evaluate the Faculty Annual Evaluation Report for each faculty member in the context of rank-specific criteria set forth in the [Department Handbook](#).
  2. These evaluations consider the performance of a faculty member during the previous three (3) academic years (the Evaluation Period), with respect to rank expectations as well as the individual activity formula for each faculty member.
  3. Upon completion of the review, the Department Head shall schedule a conference with each faculty member individually (a) to discuss the faculty member's (i) goals for the previous year and (ii) accomplishments during the Evaluation Period and (b) to formulate goals for the faculty member for the coming year.
  4. The Department Head shall share the evaluation scores and the Progress and Performance Narrative with the faculty member in the course of this meeting. The Department Head may adjust their ratings based on the content of this discussion.
  5. The Department Head shall share the Faculty Annual Review Form, including evaluation ratings and the Progress and Performance Narrative, with the PAC for their review.
  6. The PAC shall convene once all evaluations are completed to assess Department Head evaluations to ensure that the reviews are accurate and consistent with the [Department Handbook](#).
  7. In cases where faculty reviews are found compliant by the PAC, and after any inconsistencies cited by the PAC are resolved by the Department Head, the Department Head forwards to the Dean the Annual Review Form and any attachments to the College. The Department Head shall also forward any written response received from the faculty member.
  8. Faculty members shall digitally sign the review after it is uploaded but before it is reviewed by the Dean.
- C. Tenure-track faculty
1. Tenure-track faculty shall follow the same procedures and policies as those specified for tenured faculty (subsection B, above), with additions or exceptions as specified herein.
  2. Annual retention review
    - a. An annual retention review shall occur in each year of the probationary period leading up to (but not including) the year of tenure consideration.
    - b. In addition to the Faculty Annual Evaluation Report, each tenure-track faculty member prepares and submits to the Department Head (for distribution to the tenured faculty) a written narrative (no more than two [2] pages) of their accomplishments in teaching, research / scholarship / creative activity, and service for the previous academic year. The Department Head shall request this narrative in writing from each tenure-track faculty member on behalf of the tenured faculty at least two (2) weeks before it is needed for the review.
    - c. The tenured faculty shall independently review the Faculty Annual Evaluation Report and narrative of tenure-track faculty and shall solicit input from the assigned mentor. No later than two (2) weeks before the retention review deadline on the Faculty Evaluation Calendar, the tenured faculty shall hold a personnel status meeting independent of the Department Head to discuss and vote on the retention of all tenure-track faculty.

- i. The faculty mentor of each tenure-track faculty member shall present a summary of the narrative and activities to the tenured faculty.
- ii. The tenured faculty will take a formal retention vote. The recommendation for retention is based on simple majority. This vote shall focus primarily (but not exclusively) on the tenure-track faculty member's ability to sustain a level of teaching, research / scholarship / creative activity, and service that comports expectations specified in the [Department Handbook](#), including exceptions to the activity formula from prior agreement with the Department Head.
- iii. After each vote is conducted and recorded, the Associate Head is charged with composing individual letters summarizing the tenured faculty's discussions concerning each tenure-track faculty member. Mentors should be consulted in the drafting of these letters, and the letter shall be sent to the faculty member under review for factual accuracy prior to its submission to the Department Head.
- d. The Department Head composes their own letter concerning retention for each tenure-track faculty member.
  - i. The Department Head makes an independent recommendation on retention and reports this recommendation on the online Retention Review Form.
  - ii. The Department Head's report includes a written recommendation to the Dean as to retention or non-retention, including an evaluation of performance that uses the five-level ratings for annual performance and planning reviews (see [Appendix B](#)).
    - a) If a retention review results in a recommendation by the Department Head to retain the tenure-track faculty member, the Department Head shall ensure that the written report includes express guidance to the faculty member on ways to improve performance.
    - b) If the retention review results in a recommendation by the Department Head not to retain the tenure-track faculty member, the Department Head includes in the report specific reasons for that decision.
- e. Upon completion of the review, the Department Head shall share the Retention Review Form, including evaluation ratings, with the PAC for their review.
- f. The PAC shall convene once all evaluations are completed to ensure that the review are accurate and consistent with the [Department Handbook](#).
- g. Following PAC review, the Department Head shall provide to the faculty member a copy of the finalized Retention Review Form, including the Department Head's retention report and recommendation. The Department Head shall also furnish to the tenured faculty a copy of the Department Head's retention report and recommendation.
- h. The Department Head shall schedule a conference with each tenure-track faculty member individually (a) to discuss the faculty member's goals and accomplishments for the previous year, and (b) to formulate goals for the faculty member for the coming year.
- i. The Department Head reserves the right to adjust their ratings based on the content of this discussion.
- j. At the conclusion of the conference between a faculty member and the Department Head, the Department Head gives the Retention Review Form to the faculty member, who reviews and signs it. The faculty member's signature indicates that he or she has read the entire Retention Review Form, but the signature does not necessarily imply agreement with the retention narrative, performance evaluation, or other contents.
- k. The Department Head shall forward to the Dean the finalized Retention Review Form, together with the Department Head's report and recommendation, the retention vote and the narrative of the tenured faculty, and all dissenting statements and responses (see Section G, below).

3. Enhanced Retention Review
  - a. Each tenure-track faculty member with a probationary period of four (4) or more years shall undergo an enhanced retention review in the academic year following the midpoint in his or her probationary period (typically, the faculty member's fourth year of employment).
  - b. A tenure-track faculty member with a probationary period of less than four years may request that the tenured faculty provide them with an Enhanced Retention Review in any one year of the probationary period up to (but not including) the faculty member's year of tenure consideration.
  - c. In the year in which an Enhanced Retention Review occurs, the faculty member shall, with the guidance and counsel of the Department Head, prepare and submit to the Department Head a file on their cumulative performance, reflecting their degree of progress in satisfying the requirements for tenure in teaching, research / scholarship / creative activity, and service.
    - i. Contents and format of this file shall take the form of a preliminary draft of the faculty member's tenure dossier.
    - ii. The file shall be distributed by the Department Head to the tenured faculty no later than two (2) weeks prior to the personnel status meeting for retention of tenure-track faculty.
  - d. Procedures for the enhanced retention review are otherwise the same as those for the annual retention review.

D. Non-tenure-line faculty

1. The Department Head shall c the Faculty Annual Evaluation Report for each faculty member. These evaluations consider the performance of a faculty member during the previous three academic years (the Evaluation Period).
2. The Department Head shall rate each faculty member according to rank or position-appropriate activities performed during the Evaluation Period. Ratings shall use the University's five-level scale, in accordance with expectations set forth for each category in the [Department Handbook](#).
3. The Department Head documents their review of each faculty member on the Faculty Annual Review Form in a Performance Narrative.
4. Upon completion of the review, the Department Head shall share the Faculty Annual Review Form, including evaluation ratings and a Performance Narrative, with the PAC for their review.
5. The PAC shall convene once all evaluations are completed to assess Department Head evaluations to ensure that the review conforms with the criteria specified in the [Department Handbook](#).
6. Following PAC review, the Department Head shall schedule a conference with each faculty member individually to discuss the faculty member's accomplishments during the Evaluation Period and to formulate goals for the faculty member for the coming year. The Department Head shall share the evaluation scores and the Performance Narrative with the faculty member in the course of this meeting. A senior faculty mentor is permitted to be present at the conference between the faculty member and the Department Head.
7. After the conclusion of the conference between a faculty member and the Department Head, the Department Head gives the Annual Review Form to the faculty member, who reviews and signs it. The faculty member's signature indicates that he or she has read the entire Annual Review Form, but the signature does not necessarily imply agreement with the Performance Narrative, performance evaluation, or other contents.

E. Other faculty

1. Research faculty shall be evaluated individually by their direct faculty or administrative supervisor. These shall occur no later than one year following the prior evaluation, or one year following the assumption of the position by the faculty member under review.
  - a. A written notification of the findings of this annual evaluation shall be shared with the research or clinical faculty member under review.
  - b. The results of the annual evaluation shall be reported in writing to the Department Head.
2. The Curator shall be evaluated individually, as a staff member by the Department Head.

F. Salaries

1. A faculty member with an Overall performance rating of “far exceeds expectations for rank,” “exceeds expectations for rank,” or “meets expectations for rank” is eligible for any merit pay or other performance-based salary increase.
2. A faculty member with an Overall rating of “falls short of expectations for rank” is not eligible for any merit pay or other performance-based salary increase. Across board increases do apply.
3. A faculty member with an Overall rating of “falls far short of expectations for rank” is not eligible for any merit pay or other performance-based salary increase, or across board increases.
4. The Department Head is responsible for making recommendations for salary increases. Merit raises shall be made in accordance with performance ratings at the discretion of the Department Head. All individual raises, including the percentage change and pay period salary change, shall be communicated specifically to each member of the faculty on a case-by-case basis in written form.

G. Procedures for grievances concerning APEs may be found in [Article XIV](#).

## ARTICLE XI. TENURE AND PROMOTION OF TENURE-LINE FACULTY

- A. Generally,
  - 1. The Board of Trustees' *Policies Governing Academic Freedom, Responsibility, and Tenure* and the University's *Faculty Handbook* govern tenure and promotion.
- B. Tenure
  - 1. **Tenure** is a principle that entitles a faculty member to continuation of their annual appointment until relinquishment or forfeiture of tenure or until termination of tenure for adequate cause, financial exigency, or academic program discontinuance.
  - 2. The burden of proof that tenure should be awarded rests with the faculty member. The award of tenure shifts the burden of proof concerning the faculty member's continuing appointment from the faculty member to the University, except in the case of relinquishment or forfeiture of tenure.
  - 3. Eligibility for Tenure
    - a. Regular, full-time, tenure-line faculty appointments at the academic rank of Assistant Professor, Associate Professor, or Professor are eligible for tenure consideration.
    - b. Temporary, term, and part-time appointments are not eligible for tenure consideration, except under extraordinary circumstances as outlined in the Board of Trustees' *Policies* document.
  - 4. Role of the Board of Trustees
    - a. Tenure at the University of Tennessee, Knoxville is acquired only by positive action of the Board of Trustees or by the President, as delegated by the Board.
- C. Probationary Period for Tenure-Line Faculty
  - 1. The **probationary period**, generally
    - a. A tenure-line faculty member must serve a probationary period prior to being considered for tenure.
    - b. The original appointment letter shall state the length of the faculty member's probationary period and the academic year in which they must be considered for tenure if they have met the minimum eligibility requirements for consideration.
  - 2. Length of probationary period
    - a. Generally, the probationary period shall be no less than one (1) and no more than six (6) years.
    - b. A faculty member appointed to the rank of Assistant Professor will normally be given a probationary period of six (6) years with tenure consideration in the sixth year. Exceptions must be approved by the Department Head, Dean, and the Chief Executive Officer.
    - c. If tenure is not granted, the faculty member is permitted to serve a seventh year as a terminal year.
    - d. A tenure-line faculty member with an extraordinary record of accomplishment may request to be reviewed for early tenure and promotion. This request must be approved by the Department Head, Dean, and Chief Academic Officer.
    - e. Extensions and Suspensions
      - i. A tenure-line faculty member may apply to extend their probationary period. Applications for extension must be approved by the Department Head, Dean, and the Chief Executive Officer.
      - ii. A tenure-line faculty member may petition for a suspension of one (1) or more years of the probationary period, for reasons described in the *Faculty Handbook* and in the *Knoxville Faculty and Family Care Policy*.

D. Criteria for Appointment to Faculty Rank

1. Generally,
  - a. All who are appointed as tenure-line faculty are expected to contribute to the missions of teaching, research / scholarship / creative activity, and University/public service.
  - b. The exact apportionment of effort in teaching, research / scholarship / creative activity, and service is a function of the skills of the faculty member and the needs of the department and the University. Nevertheless, all tenure-line faculty are expected to pursue and maintain excellence in research / scholarship / creative activity.
2. Criteria for appointment are broadly set by the College in the *Faculty Handbook* (and specified by the department in [Appendix B](#)). These are:
  - a. **Assistant Professor**
    - i. Holds a doctorate degree, or presents equivalent training and experience appropriate to the particular appointment.
    - ii. Shows promise in teaching.
    - iii. Shows promise of developing a program in disciplinary research / scholarship / creative activity that is gaining external recognition.
    - iv. Has a developing record of institutional, disciplinary, and/or professional service.
    - v. Shows evidence that they work well with colleagues and students in performing University responsibilities.
  - b. **Associate Professor**
    - i. Holds a doctorate degree, or presents equivalent training and experience appropriate to the particular appointment.
    - ii. Is a good teacher.
    - iii. Maintains a recognized record in disciplinary research / scholarship / creative activity/ engaged scholarship.
    - iv. Maintains a record of institutional, disciplinary, and/or professional service or outreach engagement.
    - v. Has normally served as Assistant Professor for at least five (5) years.
    - vi. Has demonstrated that they work well with colleagues and students in performing University responsibilities.
  - c. **Professor**
    - i. Holds a doctorate degree, or presents equivalent training and experience appropriate to the particular appointment.
    - ii. Is an accomplished teacher.
    - iii. Maintains a nationally recognized record in disciplinary research / scholarship / creative activity/ engaged scholarship.
    - iv. Maintains a record of significant institutional, disciplinary, and/or professional service or outreach engagement.
    - v. serves as mentors to junior colleagues.
    - vi. Has normally served as Associate Professor for at least five (5) years.
    - vii. Has shown beyond doubt that they work well with colleagues and students in performing their University responsibilities.
  - d. **Emeritus or Emerita**
    - i. Generally, the rank of **Emeritus or Emerita**
      - a) Is awarded at the time of retirement at the discretion of the Chancellor, and on the recommendation of the Department Head, Dean, and Chief Academic Officer
      - b) is usually at the rank of Professor at the time of retirement.
      - c) May be at the rank of associate or assistant professor in cases of long and meritorious service.

- ii. In the Department, Emeritus/a Faculty
  - a) Are not part of the Voting Faculty.
  - b) May be consulted in business and personnel matters.
  - c) May serve on graduate student M.A. or Ph.D. committees as committee members, per the policies of the Graduate School.
  - d) With permission of the Graduate School, may co-chair graduate student committees with a member of the full-time faculty, but may not be the sole chair.

## ARTICLE XII. PROMOTION OF NON-TENURE-LINE FACULTY

- A. Non-tenure-line teaching faculty
  - 1. Generally,
    - a. **Non-tenure-line teaching faculty** are hired for specific teaching assignments. They are not expected to conduct research or perform public or disciplinary service as a condition of their employment.
    - b. Research or service activities may be included as part of their effort, depending on the needs of the department and the skills and desires of the faculty member.
  - 2. Criteria for appointment are broadly set by the College in the *Faculty Handbook*. These are:
    - a. **Lecturer**
      - i. Holds a degree appropriate to their disciplines (or its professional equivalent) and is appointed for full or part-time service to teach one or more courses.
    - b. **Senior Lecturer**
      - i. Holds a degree appropriate to their disciplines (or its professional equivalent).
      - ii. Has demonstrated outstanding teaching at the rank of lecturer, normally through five (5) or more years of service.
    - c. **Distinguished Lecturer**
      - i. Holds a degree appropriate to their disciplines (or its professional equivalent).
      - ii. Demonstrates excellence in teaching at the rank of senior lecturer, typically for a period of three (3) to five (5) years.
- B. Non-tenure-line research faculty
  - 1. Generally,
    - a. **Non-tenure-line research faculty** are hired to conduct research. They are not expected to engage in teaching or perform public or disciplinary service as a condition of their employment.
    - b. Teaching or service activities may be included as part of their effort, depending on the needs of the department and the skills and desires of the faculty member.
  - 2. Criteria for appointment are broadly set by the College in the *Faculty Handbook*. These are:
    - a. **Research Assistant Professor**
      - i. Holds a doctoral or terminal degree appropriate to the field.
      - ii. Demonstrates an ability to initiate independent research and obtain external funding.
    - b. **Research Associate Professor**
      - i. Holds a doctoral or terminal degree appropriate to the field.
      - ii. Has demonstrated continuous improvement and contribution in research or creative activity supported through grants and contracts over a period of years.
      - iii. Has research qualifications and accomplishments consistent with those for appointment at the rank of Associate Professor.
    - c. **Research Professor**
      - i. Holds a doctoral degree or terminal degree appropriate to the field.
      - ii. Has a record of outstanding research or creative activity (supported by grants and contracts over a period of years) that is affirmed by national and/or international recognition in the discipline.
      - iii. Has demonstrated research accomplishments and qualifications consistent with those for appointment at the rank of Professor.

### ARTICLE XIII. CURRICULUM REVISION

- A. The **curriculum** of the department is comprised of:
  - 1. Undergraduate courses listed in the University course catalog.
  - 2. Graduate courses listed in the University course catalog.
  - 3. Degree and certificate program requirements.
  - 4. Structure of course requirements as they relate to degree programs.
  
- B. Changes to the curriculum shall follow the guidelines set by the College of Arts and Sciences, the Graduate School, the Office of the Provost, and by the Office of the Registrar.
  
- C. Process for proposing and voting on changes to the curriculum:
  - 1. At the start of the spring and fall semesters, and additionally as needed, the Curriculum Committee shall solicit the Voting Faculty for proposed changes to the curriculum.
    - a. Any Voting Faculty member may propose changes to the curriculum by directly petitioning the Curriculum Committee.
    - b. All proposed curricular changes shall be submitted to the Curriculum Committee using the approved format and forms of the College.
  - 2. Voting Faculty may additionally submit proposed changes to the curriculum to the Curriculum Committee at any time in the fall or spring semesters.
  - 3. The Curriculum Committee shall discuss and vote on each proposed curricular change. Proposed changes approved by a majority within the committee shall be presented as a seconded motion from the committee at a regular faculty meeting. Approval of these shall be by simple majority.
  - 4. All approved curricular changes shall be submitted by the Department Head, with a cover letter in a timely manner in accordance with the guidelines and deadlines set by the College each semester.
  
- D. In all instances in which the College requests changes to the departmental curriculum, the Curriculum Committee, in consultation with the faculty, shall coordinate addressing and responding to these requests.
  
- E. No changes to the curriculum of the department may be made without formal presentation of said changes in the form of a formal proposal to the Curriculum Committee for a vote by the regular committee members (see Article III, Section B, Subsection 4).

## ARTICLE XIV. GRIEVANCES BY FACULTY

### A. Grievances, generally

1. Shall follow the guidelines set forth within the *Faculty Handbook* and the College bylaws. Any guidelines set herein are superseded by those in these college and university governance documents.
2. In all cases, faculty members are entitled to written notice regarding the grounds on which administrative action has been taken.
3. All faculty are encouraged to bring complaints or grievances to the lowest administrative level at which an adverse recommendation, decision, or action was taken.
4. Faculty members with general grievances may contact the ombudsperson for consultation or informal mediation.

### B. Grievances concerning departmental leadership

1. Under extreme circumstances of dissatisfaction with the Department Head, the faculty may elect to conduct a “vote of concern.”
  - a. Discussion will take place during a regular or special faculty meeting, in the absence of the Department Head.
  - b. Upon a two-thirds vote of the faculty by secret ballot, a letter will be drafted by the Associate Head recording the vote of concern and any pertinent discussion.
  - c. The Associate Head's letter shall be submitted to the Associate Dean for Academic Personnel and the College Dean in a timely manner for their review. A copy shall also be provided to the Department Head.

### C. Grievances and appeals concerning faculty APEs

1. All faculty may voice disagreements with an annual assessment during conferences with the Department Head. Should the disagreement remain unresolved, the faculty may provide a response specified below.
2. Tenured faculty
  - a. Tenured faculty may provide a written response to Annual Evaluation Forms in accordance with the *Manual for Faculty Evaluation*. These should be submitted using the online evaluation system.
  - b. Tenured faculty who dissent to the findings of the Retention Review Form for a tenure-track faculty may provide a written response in accordance with the *Manual for Faculty Evaluation*. This shall be included with the Retention Review Form as an attachment when the form is submitted to the College.
3. Tenure-track faculty
  - a. A tenure-track faculty member under review may submit written responses to the Retention Review Form, to the vote and narrative of the tenured faculty, to the report and recommendation of the Department Head, and/or to any dissenting statements.
  - b. The faculty member shall be allowed two (2) weeks from the date of receipt from the Head of the finalized Retention Review Form and its complete set of attachments to submit any written response. If no response is received after two (2) weeks of the date of receipt, the faculty member relinquishes the right to respond.
4. Non-tenure-line faculty shall follow the same procedures as tenure-track faculty, as specified in Section B, Subsection 3 above.
5. All other faculty, in addition to directors, may formally appeal their annual reviews following grievance procedures outlined in the *Faculty Handbook*.

- D. Faculty members have three (3) options for pursuing appeals, depending on the subject matter(s) of their appeal:
1. The administrative channel.
  2. The Faculty Senate's Faculty Appeals Committee.
  3. The *Tennessee Uniform Administrative Procedures Act* (TUAPA), for certain matters.
- E. Special appeals (such as appeals on account of sexual harassment, inadequate advance notice of administrative action, or violations of academic freedom) shall follow the procedures set forth in the *Faculty Handbook*.

## **ARTICLE XV. ARCHIVING OF DEPARTMENTAL DOCUMENTATION**

- A. The Department Head shall be responsible for the regular hard and digital copy archiving of the following materials:
  - 1. Regular faculty meeting agendas and approved minutes.
  - 2. Special meeting agendas.
  - 3. Committee meeting agendas and approved minutes.
  - 4. Personnel APEs.
  - 5. Departmental Review and Mid-Cycle Review documentation, including external review documents.
  - 6. Syllabi for courses offered within the department.
  - 7. All materials used to complete annual accreditation reviews of degree programs, such as SACS.
  - 8. Any materials associated with graduate student assessment.
- B. Materials shall be made available to appropriate faculty members upon request. Any materials pertaining to personnel or sensitive personal information shall be restricted to the Department Head and to the respective personnel.
- C. The Department Head shall transfer access of these materials to their successor, and relinquish all rights to access all materials relating to personnel or sensitive information at the end of their term.
- D. The Department Head shall work with the Administrative Personnel and the Office of Information Technology (OIT) to ensure that all materials are securely stored and regularly backed up.

## ARTICLE XVI. AMENDMENT AND REVISION OF BYLAWS

- A. Generally,
  - 1. An **amendment** refers to an isolated change or set of related changes to the existing Bylaws.
  - 2. A **revision** refers to changes of the Bylaws that are so extensive and general that they are scattered throughout the Bylaws.
  - 3. Amendments and revisions
    - a. May be proposed by any faculty member.
    - b. May be proposed and approved during the regular academic year only.
  
- B. Amendment Proposals
  - 1. Any faculty member wishing to amend the Bylaws should submit a written proposal to the Bylaws Committee for review.
  - 2. Amendment proposals shall
    - a. include context, rationale, and suggested wording.
    - b. be congruent with College and University rules, and the *Faculty Handbook*.
  - 3. The Bylaws Committee, in consultation with the interested faculty member(s), must submit a finalized amendment proposal to the faculty at least 30 days in advance of the vote of approval.
  
- C. Revision Proposals
  - 1. Bylaws revisions are undertaken by the Bylaws Committee, in consultation with the faculty.
  - 2. The Bylaws Committee must submit a draft Bylaws revision at least 30 days in advance of the vote of approval.
  - 3. Notice of a revision will be open to amendment by the faculty as fully as if adopting Bylaws for the first time.
  
- D. Approval of Bylaws Amendments and Revisions
  - 1. Amendments and revisions shall be approved by a two-thirds vote of the Voting Faculty.
  - 2. Votes shall be cast by secret paper ballot at a regular or special faculty meeting.
  
- E. A record of all amendments and revisions to these Bylaws will be maintained, as follows:
  - 1. Revised April 25, 1995
  - 2. Amended April 14, 1999
  - 3. Amended May 2, 2007
  - 4. Amended April 21, 2018
  - 5. Amended May 1, 2018
  - 6. Revised April 29, 2019

## **APPENDIX A: POINT EQUIVALENCIES FOR PROFESSIONAL PRODUCT OUTPUTS FOR TENURE-LINE FACULTY**

Professional Product Outputs (PPOs) are standardized at 1 point.

1. Single- or multi-authored book = Up to 5 points
  - a. Depends on relative authorship contribution.
  - b. Depends on the length and complexity of the work.
  - c. Depends on whether the book is peer-reviewed.
  - d. Depends on the reputation of the press.
2. Edited or co-edited book = Up to 2 points
  - a. Depends on relative contribution to editorship.
  - b. Depends on the length and complexity of the work.
  - c. Depends on whether the book is peer-reviewed.
  - d. Depends on the reputation of the press.
3. Peer-reviewed article or book chapter published in an academic journal or in an edited work = 1 point
  - a. Lead- or senior-authored works are preferred.
  - b. Books published by academic presses and journals of high visibility within or across disciplines are strongly preferred.
4. Archiving and sharing of raw data on a stable repository = Up to 1 point
  - a. Depends on inclusion of metadata and codebook for data usage.
  - b. Depends on the complexity and size of data.
  - c. Additional points may be earned for significant ongoing efforts in data maintenance.
5. Published and/or copyrighted software, or programming code = Up to 1 point
6. Published book review = 0.25 points
7. Other outputs, up to 20% of total PPO.
  - a. Technical or contract report = 0.1 point, but up to 1 point depending on length, complexity, and whether the work is peer-reviewed.
  - b. Legal or applied report to an agency = 0.1 point, but up to 1 point depending on length, complexity, and whether the work is peer-reviewed.
  - c. Forensic case report = 0.1 point, but up to 1 point depending on length, complexity, and whether the work is peer-reviewed.
  - d. Other scholarly products, as warranted = 0.1 point, but up to 1 point depending on length, complexity, and whether the work is peer-reviewed.

## APPENDIX B: CRITERIA FOR TENURE & PROMOTION OF TENURE-LINE FACULTY

Tenure and promotion decisions are made in accordance with the *Faculty Handbook*. In the case of any conflicts with the guidelines presented herein, the contents of the *Faculty Handbook* have priority.

Appendix B provides the *minimum* requirements by which tenure-line faculty may qualify for promotion (and tenure) to Associate Professor or for promotion to Professor. Faculty are strongly encouraged to exceed these minimum requirements.

### I. Promotion to Associate Professor (with tenure)

- A. Generally, promotion to **Associate Professor**
  - 1. Follows the eligibility criteria in [Article XI](#).
  - 2. Is awarded based on:
    - a. Meeting teaching expectations.
    - b. A developing body of research that shows evidence of recognition within peer-reviewed academic circles and ideally also in public venues.
    - c. Modest intra- and extramural service efforts.
- B. Teaching
  - 1. Instructed the required number of courses per agreed-upon workload each fall and spring semester during the probation period.
  - 2. Undergone two (2) peer-reviewed evaluations of classroom teaching via an evaluation committee comprised of faculty at the rank of associate professor or higher, and that is ideally chaired by a fellow subdisciplinary member.
  - 3. Maintained a record of teaching excellence.
- C. Research
  - 1. Actively sought extramural funding through grants and contracts to support research, as appropriate to the research program.
  - 2. Regularly participated in national and international professional academic conferences, workshops, and colloquia.
  - 3. Earned a minimum of nine (9) PPOs (see [Department Handbook](#)), which, if applicable, must be published or in press at the time of submission of the tenure and promotion dossier.
  - 4. Served on and, when appropriate, directed thesis (both M.A. and undergraduate) and dissertation committees.
- D. Service
  - 1. Participated in departmental governance, including service on departmental committees.
  - 2. Provided service to the discipline, including peer-review of publications and grants, and serving on professional society committees.
  - 3. Engaged in public outreach efforts through lectures, experiential learning, presentations, digital media, and other forms of engagement.

## II. Promotion to Professor

### A. Generally, promotion to **Professor**

1. Follows the eligibility criteria in [Article XI](#).
2. Is awarded based on:
  - a. Meeting teaching expectations.
  - b. Evidence of a developed body of research with evidence of high regard within peer-reviewed academic circles, and ideally also notable attention in public venues.
  - c. Significant intra- and extramural service efforts.

### B. Teaching

1. Instructed the required number of courses per agreed-upon workload each fall and spring semester.
2. Undergone (1) peer-reviewed evaluation of classroom teaching via an evaluation committee that is ideally comprised of three (3) faculty at the rank of professor.
3. Maintained a record of teaching excellence.

### C. Research

1. Actively sought extramural funding through grants and contracts to support research as appropriate to the research program.
2. Regularly participated in national and international professional academic conferences, workshops, and colloquia.
3. Ideally earned a minimum of nine (9) PPOs (see [Appendix A](#)) prior to application for promotion, which must be published or in press at the time of submission of the promotion dossier.
4. Served on and, when appropriate, directed thesis (both M.A. and undergraduate) and dissertation committees.

### D. Service

1. Participated in departmental governance, including service on departmental committees.
2. Provided significant service to the discipline, including peer-review of publications and grants, and serving on professional society committees.
3. Strong engagement in public outreach efforts through lectures, experiential learning, presentations, digital media, and other forms of engagement.

**THE UNIVERSITY OF TENNESSEE**  
**DEPARTMENT OF ANTHROPOLOGY**

**Department Handbook**

*Adopted April 29, 2019*

## INTRODUCTION

This *Handbook* contains material that applies to all faculty and academic staff members in the Department of Anthropology at The University of Tennessee. As a governance document, this *Handbook* is intended to be a general summary of policies and guidelines referenced in the Department of Anthropology Bylaws. When official university policies and procedures are changed by the College of Arts and Sciences, the Provost, or the Board of Trustees or other duly constituted authority, such changes become effective on the date designated at the time of their adoption and supersede any conflicting or inconsistent provision in this *Handbook*.

### ANNUAL PERFORMANCE EVALUATION (APE) PROCEDURES

As specified in the Departmental Bylaws, APEs occur at the direction of the Department Head, as specified by the Faculty Evaluation Calendar. Procedures for APEs are provided in Articles [IX](#) and [X](#) in the Bylaws.

The order of events for annual reviews are:

- 1) Faculty complete and submit a Faculty Annual Evaluation Report.
- 2) The Department Head evaluates the Faculty Annual Evaluation Report in the context of rank-specific criteria set out in the sections below.
- 3) The Department head meets with each faculty member individually to discuss the faculty member's goals for the previous year and accomplishments during the Evaluation Period, and to formulate goals for the faculty member for the coming year. The Department Head shares the evaluation scores and the Progress and Performance Narrative with the faculty member in the course of this meeting.
  - a. At the request of the faculty member, the university ombudsperson may be present at the conference between the faculty member and the Department Head.
  - b. The Department Head may adjust their ratings based on the content of this discussion.
- 4) The Department Head shares each Faculty Annual Review Form, including evaluation ratings and the Progress and Performance Narrative, with the PAC for their review. Policies for the PAC review process are specified in Articles [II](#) and [X](#) in the Bylaws.

## APE CRITERIA FOR TENURE-LINE FACULTY

The following descriptions serve to guide the Department Head and the Performance Assessment Committee (PAC) in their annual evaluation of the performance of tenure-line faculty members. Criteria are listed by academic rank. These should be adjusted according to an individual faculty member's agreed-upon workload for the evaluation period (see [Article VII](#) in the Department Bylaws for general expectations of workloads for all tenure-line faculty). Rank-specific expectations in addition to Article VII are specified below under “Meets Expectations” for each area.

Per the guidelines provided by the Provost: “Areas to be evaluated and rated are (1) teaching, (2) research/scholarship/creative activity, (3) service, and (4) overall performance. In each area, the Department Head rates faculty performance [...] relative to expectations for his or her rank, based on previously established objectives for that faculty member (including goals for the previous year and each of the preceding two years in the Evaluation Period) and Departmental Bylaws (including the department's criteria for the various ratings at the different ranks).”

As explained in [Article X](#) the Departmental Bylaws, these criteria will be used to determine annual faculty performance on the University’s five-level scale. These should be considered over a three-year period.

The Department Head shall assign the Overall Performance (O) based on the formulae provided in the table below for the three primary areas: T (teaching), R (research), S (service).

Overall Performance	Formula
Far Exceeds Expectations (FE)	1) FE in all three areas, or 2) FE in any two areas (for example: $FE_O = FE_T + FE_R + EE_S$ )
Exceeds Expectations (EE)	1) EE in all three areas, or 2) EE in any two areas (even if one area is rated in any of the other ranks) (for example: $EE_O = EE_T + FE_R + EE_S$ ), or 3) An average of ratings that centers on EE (for example: $EE_O = EE_T + FE_R + ME_S$ )
Meets Expectations (ME)	1) ME in all three areas, or 2) ME in any two areas (even if one area is rated in any of the other ranks) (for example: $ME_O = ME_T + ME_R + FS_S$ ), or 3) An average of ratings that centers on ME (for example: $ME_O = ME_T + EE_R + FS_S$ )
Falls Short (FS)	1) FS in all three areas, or 2) FS in any two areas (even if one area is rated in any of the other ranks) (for example: $FS_O = ME_T + FS_R + FS_S$ ), or 3) An average of ratings that centers on FS (for example: $FS_O = ME_T + FS_R + FF_S$ )
Falls Far Short (FF)	1) FF in all three areas, or 2) FF in any two areas (even if one area is rated in any of the other ranks) (for example: $FF_O = FF_T + ME_R + FF_S$ )

## **I. APE Criteria for the rank of Assistant Professor**

### **A. Teaching**

1. Falls Far Short (FFS)
  - a. Any one (1) of the following:
    - i. Fails to provide any curricular advising to graduate and/or undergraduate students.
    - ii. Fails to teach one or more assigned number of courses, barring extenuating circumstances (*e.g.*, not due to institutional cancellation of an assigned course).
    - iii. Earns highly unsatisfactory End of Course (EOC) evaluation scores.
2. Falls Short (FS)
  - a. Earns unsatisfactory EOC evaluation scores, or
  - b. Fails to consistently provide curricular advising to graduate and/or undergraduate students.
3. **Meets Expectations (ME)**
  - a. **Teaches the assigned number of courses (barring circumstances beyond the control of the faculty member).**
  - b. **Revises and updates courses, as needed.**
  - c. **Earns satisfactory EOC evaluation scores.**
  - d. **Satisfactorily provides consistent curricular advising to graduate and/or undergraduate students.**
4. Exceeds Expectations (EE)
  - a. Meets all ME criteria and any one (1) of the following:
    - i. Receives a College, University, or other significant teaching award.
    - ii. Earns very high EOC scores.
    - iii. Voluntarily teaches more courses than expected outside of the purpose of course banking and without additional compensation.
    - iv. Demonstrates other significant measures of teaching accomplishment.
    - v. Creates, organizes, and/or directs a summer field school or study abroad program, as appropriate.
5. Far Exceeds Expectations (FEE)
  - a. Meets all ME criteria and meets two (2) or more EE criteria.

### **B. Research**

1. Falls Far Short (FFS)
  - a. Fails to publish any peer-reviewed article, book chapter, or the equivalency of a peer-reviewed article, in the three-year evaluation period, and
  - b. Any one (1) of the following:
    - i. Fails to apply for internal or external funding when specified as a workload deficiency within the three-year evaluation period.
    - ii. Fails to serve on thesis or dissertation committees over the three-year evaluation period.
2. Falls Short (FS)
  - a. Any one (1) of the following:
    - i. Fails to publish three (3) peer-reviewed articles, book chapters, or their PPO equivalent over the three-year evaluation period.
    - ii. Fails to address deficiencies specified in the prior year's APE.
    - iii. Fails to fulfill duties on thesis or dissertation committees.

3. **Meets Expectations (ME)**
  - a. **Demonstrates strong progress toward satisfying the minimum nine (9) point PPO requirement for promotion and tenure.**
  - b. **Participates and presents research at one or more professional academic conference(s), preferably national or international, each year.**
  - c. **Actively seeks extramural funding in the form of grants or contracts.**
  - d. **Serves on thesis (both M.A. and undergraduate) and dissertation committees.**
4. Exceeds Expectations (EE)
  - a. Meets all ME criteria and any one (1) of the following:
    - i. Receives a College, University, or other significant local research award.
    - ii. Receives a competitive extramural grant or contract.
    - iii. Publishes more than five (5) peer-reviewed articles, book chapters, or the PPO equivalent in the three-year evaluation period.
    - iv. Demonstrates other significant measures of research accomplishment.
5. Far Exceeds Expectations (FEE)
  - a. Meets all ME criteria and meets two (2) or more EE criteria, or
  - b. Meets all ME criteria and any one (1) of the following:
    - i. Publishes a single-authored, peer-reviewed book, or an edited, peer-reviewed book or special journal issue, in the last academic year.
    - ii. Publishes a multi-authored, peer-reviewed book, in the last academic year.
    - iii. Publishes more than seven (7) peer-reviewed articles, book chapters, or the PPO equivalent in the three-year evaluation period.
    - iv. Receives multiple competitive extramural grants or contracts in the three-year evaluation period.
    - v. Receives a major research award from a national or international academic or scholarly body in the last academic year.

### C. Service

1. Falls Far Short (FSS)
  - a. Fails to attend faculty meetings, and
  - b. Any one (1) of the following:
    - i. Fails to participate in departmental service.
    - ii. Fails to participate in service to the discipline.
2. Falls Short (FS)
  - a. Fails to participate in departmental service, or
  - b. Fails to participate in service to the discipline.
3. **Meets Expectations (ME)**
  - a. **Participates in faculty meetings and in departmental service.**
  - b. **Any one (1) of the following:**
    - i. **Serves on departmental committees.**
    - ii. **Serves on a professional, academic organization committee.**
    - iii. **Provides broad service to the academic discipline, including peer-review of publications and grant applications, or archiving and sharing data in stable repositories.**
4. Exceeds Expectations (EE)
  - a. Meets all four (4) ME criteria, or
  - b. Meets all ME criteria and any one (1) of the following:
    - i. Chairs a departmental committee.
    - ii. Serves on the Faculty Senate or another University governing body.
    - iii. Serves as a committee chair in a professional, academic organization (e.g. AAA, SAA, SHA, AAPA, AAAS).

- iv. Provides public outreach and engagement, including but not limited to public lectures, public engagement opportunities (*e.g.*, archaeology field days, museum public engagement days, or school presentations), and production of major digital outreach (*e.g.*, blogs, podcasts, or digital videos hosted by national or international organizations).
  - v. Provides scholarly consulting, including work for academic institutions, non-governmental organizations, governmental task forces, Medical Examiners, law enforcement, legal matters, journalists, media, and cultural resource management.
5. Far Exceeds Expectations (FEE)
- a. Meets two (2) or more EE criteria, or
  - b. Meets ME criteria and any one (1) of the following:
    - i. Serves as an elected officer in a University governing body.
    - ii. Serves as an elected officer in a professional, academic organization (*e.g.* AAA, SAA, SHA, AAPA, AAAS).
    - iii. Organizes an academic conference or workshop.
    - iv. Organizes a major public outreach and engagement effort.

## II. APE Criteria for the rank of Associate Professor

### A. Teaching

1. Falls Far Short (FSS)
  - a. Any one (1) of the following:
    - i. Fails to provide any curricular advising to graduate and/or undergraduate students.
    - ii. Fails to teach one or more assigned number of courses, barring extenuating circumstances (*e.g.*, not due to institutional cancellation of an assigned course).
    - iii. Earns highly unsatisfactory End of Course (EOC) evaluation scores.
2. Falls Short (FS)
  - a. Earns unsatisfactory EOC evaluation scores, or
  - b. Fails to consistently provide curricular advising to graduate and/or undergraduate students.
3. **Meets Expectations (ME)**
  - a. **Teaches the assigned number of courses, barring circumstances beyond the control of the faculty member.**
  - b. **Revises and updates courses, as needed.**
  - c. **Earns satisfactory EOC evaluation scores.**
  - d. **Satisfactorily provides consistent curricular advising to graduate and/or undergraduate students.**
4. Exceeds Expectations (EE)
  - a. Meets all ME criteria and any one (1) of the following:
    - i. Receives a College, University, or other significant teaching award.
    - ii. Earns very high EOC scores.
    - iii. Voluntarily teaches more courses than are expected outside of the purpose of course banking and without additional compensation.
    - iv. Creates, organizes, and/or directs a summer field school or study abroad program, as appropriate.
    - v. Demonstrates other significant measures of teaching accomplishment.
5. Far Exceeds Expectations (FEE)
  - a. Meets all ME criteria and meet two (2) or more EE criteria.

### B. Research

1. Falls Far Short (FSS)
  - a. Fails to publish any peer-reviewed article, book chapter, or equivalent PPO in the three-year evaluation period, and
  - b. Any one (1) of the following:
    - i. Fails to apply for external funding when specified as a workload deficiency within the three-year evaluation period.
    - ii. Fails to serve on thesis or dissertation committees over the three-year evaluation period.
2. Falls Short (FS)
  - a. Any one (1) of the following:
    - i. Fails to publish more than three (3) peer-reviewed article, book chapters, or the PPO equivalency over the three-year evaluation period, barring publications of high visibility within or across disciplines.
    - ii. Fails to address deficiencies specified in the prior year's APE.
    - iii. Fails to fulfill duties on thesis or dissertation committees.

3. **Meets Expectations (ME)**
  - a. **Participates and presents research at one or more professional academic conference(s), preferably national or international, each year.**
  - b. **Publishes at least three (3) peer-reviewed articles, book chapters, or their PPO equivalent in the three-year evaluation period.**
  - c. **Actively seeks extramural funding in the form of grants or contracts.**
  - d. **Directs or serves on thesis (both M.A. and undergraduate) and dissertation committees.**
4. Exceeds Expectations (EE)
  - a. Meets all ME criteria and any one (1) of the following:
    - i. Receives a competitive extramural grant or contract.
    - ii. Publishes an edited, peer-reviewed book or special journal issue, in the last academic year.
    - iii. Meets two (2) or more of the following criteria:
      - 1) Receives a College, University, or other significant local research award.
      - 2) Publishes more than three (3) peer-reviewed article, book chapters, or the PPO equivalent in the last academic year.
      - 3) Publishes more than five (5) peer-reviewed articles, book chapters, or the PPO equivalent of five (5) peer-reviewed articles, in the three-year evaluation period.
5. Far Exceeds Expectations (FEE)
  - a. Meets three (3) or more EE criteria in 4. a, or
  - b. Meets all ME criteria and any one (1) of the following:
    - i. Publishes a peer-reviewed book as lead author in the last academic year.
    - ii. Receives multiple competitive extramural grants or contracts in the three-year evaluation period.
    - iii. Publishes more than seven (7) peer-reviewed articles, book chapters, or the PPO equivalent in the three-year evaluation period.
    - iv. Receives a major research award from a national or international academic or scholarly body.

### C. Service

1. Falls Far Short (FSS)
  - a. Fails to attend faculty meetings, and
  - b. Any one (1) of the following:
    - i. Fails to participate in departmental service.
    - ii. Fails to participate in service to the discipline.
2. Falls Short (FSS)
  - a. Fails to participate in departmental service, or
  - b. Fails to participate in service to the discipline.
3. **Meets Expectations (ME)**
  - a. **Participates in faculty meetings and in departmental service.**
  - b. **Chairs or serves on departmental committees.**
  - c. **Any one (1) of the following:**
    - i. **Serves on a professional, academic organization committee.**
    - ii. **Serves as a committee chair in a professional, academic organization.**
    - iii. **Serves on the Faculty Senate or another University governing body.**
  - d. **Any one (1) of the following:**
    - i. **Provide broad service to the academic discipline, including peer-review of publications and grant applications, or archiving and sharing data in stable repositories.**



### III. APE Criteria for the rank of Professor

#### A. Teaching

1. Falls Far Short (FSS)
  - a. Any one (1) of the following:
    - i. Fails to provide any curricular advising to graduate and/or undergraduate students.
    - ii. Fails to teach one or more assigned number of courses, barring extenuating circumstances (not due to institutional cancellation of an assigned course).
    - iii. Earns highly unsatisfactory End of Course (EOC) evaluation scores.
2. Falls Short (FS)
  - a. Earns unsatisfactory EOC evaluation scores, or
  - b. Fails to consistently provide curricular advising to graduate and/or undergraduate students.
3. **Meets Expectations (ME)**
  - a. **Teaches the assigned number of courses (barring circumstances beyond the control of the faculty member).**
  - b. **Revises and updates courses, as needed.**
  - c. **Earns satisfactory EOC evaluation scores.**
  - d. **Satisfactorily provides consistent curricular advising to graduate and/or undergraduate students.**
4. Exceeds Expectations (EE)
  - a. Meets all ME criteria and any one (1) of the following:
    - i. Receives a College, University, or other significant teaching award.
    - ii. Earns very high EOC scores.
    - iii. Voluntarily teaches more courses than expected outside of the purpose of course banking and without additional compensation.
    - iv. Creates, organizes, and/or directs a summer field school or study abroad program, as appropriate.
    - v. Demonstrates other significant measures of teaching accomplishment.
5. Far Exceeds Expectations (FEE)
  - a. Meets all ME criteria and meets two (2) or more EE criteria.

#### B. Research

1. Falls Far Short (FFS)
  - a. Fails to publish any peer-reviewed article, book chapter, or the equivalent PPO in the three-year evaluation period, and
  - b. Any one (1) of the following:
    - i. Fails to apply for internal or external funding when specified as a workload deficiency within the three-year evaluation period.
    - ii. Fails to serve on thesis or dissertation committees over the three-year evaluation period.
2. Falls Short (FS)
  - a. Any one (1) of the following:
    - i. Fails to publish more than three (3) peer-reviewed article, book chapters, or the PPO equivalency of three (3) peer-reviewed articles, over the three-year evaluation period.
    - ii. Fails to address deficiencies specified in the prior year's APE.
    - iii. Fails to fulfill duties on thesis or dissertation committees.

3. **Meets Expectations (ME)**
  - a. **Participates and presents research at one or more professional academic conference(s), preferably national or international, each year.**
  - b. **Publishes at least three (3) peer-reviewed articles, book chapters, or their PPO equivalent in the three-year evaluation period.**
  - c. **Actively seeks and extramural funding in the form of grants or contracts, or receive a competitive extramural grant or contract.**
  - d. **Directs or serves on thesis (both M.A. and undergraduate) and dissertation committees.**
  - e. **When appropriate, directs a University Honors, College Scholars, Haslam Scholars, or other extra-departmental undergraduate thesis.**
4. Exceeds Expectations (EE)
  - a. Meets all ME criteria and any one (1) of the following:
    - i. Publishes four (4) or more peer-reviewed article, book chapters, or their PPO equivalent in the last academic year.
    - ii. Receives multiple competitive extramural grants or contracts.
    - iii. Receives a College, University, or other significant local research award.
    - iv. Publishes an edited, peer-reviewed book or special journal issue, in the last academic year.
    - v. Publishes a multi-authored, peer-reviewed book, in the last academic year.
5. Far Exceeds Expectations (FEE)
  - a. Meets three (3) or more EE criteria, or
  - b. Meets all ME criteria and any one (1) of the following:
    - i. Publishes a lead or senior-authored, peer-reviewed book in the last academic year.
    - ii. Publishes more than one (1) peer-reviewed article in a publication highly visible within or across disciplines, or its equivalent, in the last academic year.
    - iii. Publishes more than eight (8) peer-reviewed articles, book chapters, or the PPO equivalent in the three-year evaluation period.
    - iv. Receives a major research award from a national or international academic or scholarly body.

C. Service

1. Falls Far Short (FSS)
  - a. Fails to attend faculty meetings, and
  - b. Any one (1) of the following:
    - i. Fails to participate in departmental service.
    - ii. Fails to participate in service to the discipline.
2. Falls Short (FS)
  - a. Fails to participate in departmental service, or
  - b. Fails to participate in service to the discipline.
3. **Meets Expectations (ME)**
  - a. **Participates in faculty meetings and in departmental service.**
  - b. **Chairs or serves on departmental committees.**
  - c. **Provides scholarly consulting when requested, including work for academic institutions, non-governmental organizations, governmental task forces, Medical Examiners, law enforcement, and cultural resource management.**
  - d. **And any one (1) of the following:**
    - i. **Provides broad service to the academic discipline, including peer-review of publications and grant applications, and archiving and sharing data in stable repositories.**



## APE CRITERIA FOR NON-TENURE-LINE FACULTY AND THE CURATOR OF ARCHAEOLOGICAL COLLECTIONS

The following descriptions serve to guide the Department Head and the Performance Assessment Committee (PAC) in their annual evaluation of the performance of non-tenure-line teaching faculty members. This may be used in the review of non-tenure-line research faculty and other academic staff, upon request.

These should be adjusted according to an individual faculty member's agreed-upon workload for the evaluation period.

As explained in [Article X](#) of the Departmental Bylaws, these criteria will be used to determine annual faculty performance on the University's five-level scale. These should be considered over a three-year period.

The Department Head shall assign the Overall Performance (O) based on the formulae provided in the table below for the three primary areas: T (teaching), R (research), S (service).

Overall Performance	Formula	
	Teaching Faculty	Research Faculty
Far Exceeds Expectations (FE)	1) $FE_O = FE_T$ , or 2) $EE_O = ME_T + \text{exceeding service or research}$	1) $FE_O = FE_R$ , or 2) $EE_O = ME_R + \text{exceeding teaching or service}$
Exceeds Expectations (EE)	1) $EE_O = EE_T$ , or 2) $EE_O = ME_T + \text{any service or research}$	1) $EE_O = EE_R$ , or 2) $EE_O = ME_R + \text{any teaching or service}$
Meets Expectations (ME)	$ME_O = ME_T$	$ME_O = ME_R$
Falls Short (FS)	$FS_O = FS_T$	$FS_O = FS_R$
Falls Far Short (FF)	$FF_O = FF_T$	$FF_O = FF_R$

### I. Non-Tenure-Line Teaching Faculty

- A. These criteria apply to faculty at the ranks of **Lecturer, Senior Lecturer, and Distinguished Lecturer**.
- B. Criteria for meeting rank:
  1. Falls Far Short of Meeting Expectations for Rank (FFS)
    - a. Fails to teach one or more assigned number of courses (not due to institutional cancellation of an assigned course), or
    - b. Earns highly unsatisfactory EOC evaluation scores.
  2. Falls Short of Meeting Expectations for Rank (FS)
    - a. Earns unsatisfactory EOC evaluation scores.
  3. **Meets Expectations for Rank (ME)**
    - a. **Teaches the assigned number of courses.**
    - b. **Creates, revises, and updates courses, as needed.**
    - c. **Earns satisfactory End of Course (EOC) evaluation scores.**

4. Exceeds Expectations for Rank (EE)
  - a. Meets ME criteria and any one (1) of the following:
    - i. Directs or sits on thesis (undergraduate or Master's) or dissertation committees.
    - ii. Earns high EOC scores.
    - iii. Develops a new course preparation for a new topic or for an existing course title.
    - iv. Demonstrates other significant measures of teaching accomplishment, such as chairing or sitting on departmental, institutional, or professional committees, spearheading outreach activities, *etc.*
5. Far Exceeds Expectations for Rank (FE)
  - a. Meets two (2) or more EE criteria, or
  - b. Meets ME criteria and any one (1) of the following:
    - i. Develops two (2) or more new course preparations for new topics or for existing course titles.
    - ii. Receives a College, University, or other significant teaching award.
    - iii. Creates, organizes, and/or directs a summer study abroad program.
    - iv. Demonstrates additional significant measures of research accomplishment, such as a research award, intra- or extramural research funding, or the publication of one or more peer-reviewed articles or book chapters, monographs, or reports.
    - v. Demonstrates additional significant measures of teaching accomplishment, such as engaging in workshop, seminar, or classroom instruction.
    - vi. Demonstrates additional significant measures of professional or public service accomplishment.

## II. Non-Tenure-Line Research Faculty

- A. These criteria apply to faculty at the ranks of **Research Assistant Professor, Research Associate Professor, and Research Professor.**
- B. Criteria for meeting rank:
  1. Falls Far Short of Meeting Expectations for Rank (FFS)
    - a. Fails to conduct independent research and fails to seek funding.
  2. Falls Short of Meeting Expectations for Rank (FS)
    - a. Fails to seek funding.
  3. **Meets Expectations for Rank (ME)**
    - a. **Conducts independent research.**
    - b. **Actively seeks extramural funding in the form of grants or contracts.**
  4. Exceeds Expectations for Rank (EE)
    - a. Meets ME criteria and any one (1) of the following:
      - i. Receives a College, University, or other significant research award.
      - ii. Successfully obtains extramural funding.
      - iii. Demonstrates other significant measures of research accomplishment, such as publication of peer-reviewed articles, monographs, or reports.
      - iv. Demonstrate additional significant measures of teaching accomplishment, such as engage in workshop, seminar, or classroom instruction.
      - v. Demonstrates additional significant measures of professional or public service accomplishment.
  5. Far Exceeds Expectations for Rank (FE)
    - a. Meets two (2) or more EE criteria, or
    - b. Meets ME criteria and demonstrates exceptional measures of research and service accomplishment.

### III. The Curator of Archaeological Collections

- A. Falls Far Short of Meeting Expectations (FFS)
  - 1. Fails to show any activity in managing archaeological collections for the department, or
  - 2. Fails to show any effort towards compliance with the Native American Graves Protection and Repatriation Act of 1990 (NAGPRA).
- B. Falls Short of Meeting Expectations (FS)
  - 1. Does not respond to requests regarding the department's archaeological collections, or
  - 2. Initiates but fails to show further efforts towards NAGPRA compliance.
- C. **Meets Expectations (ME)**
  - 1. **Manages archaeological collections for the department.**
  - 2. **Demonstrates active efforts towards NAGPRA compliance and other applicable federal and state laws.**
- D. Exceeds Expectations (EE)
  - 1. Meets ME criteria and any one (1) of the following:
    - a. Directs or sits on a thesis (undergraduate or Masters) or dissertation committee.
    - b. Demonstrates other significant measures of service accomplishment, such as chairing or sitting on departmental, institutional, or professional committees, spearheading outreach activities, *etc.*
    - c. Demonstrates other significant measures of teaching accomplishment, such as engaging in workshop, seminar, or classroom instruction.
    - d. Demonstrates other significant measures of research accomplishment, such as conducting independent research or actively seeking intra- and extra mural research funding in the form of grants or contracts.
- E. Far Exceeds Expectations (FE)
  - 1. Meets two (2) or more EE criteria, or
  - 2. Meets ME criteria and any one (1) of the following:
    - a. Demonstrates additional significant measures of service accomplishment.
    - b. Demonstrates exceptional measures of research or teaching accomplishment, such as a teaching award, a research award, intra- or extra mural research funding, or the publication of one of more peer-reviewed articles or book chapters.

## BEST PRACTICES FOR CONDUCT OF DEPARTMENTAL BUSINESS

These best practices should guide the faculty in determining the procedures, flow, and timing of events associated with departmental business.

The Parliamentarian will coordinate all regular faculty meetings with the Department Head by:

- Calling for agenda items a week before the scheduled meeting and passing these to the Department Head.
- Consulting with the Department Head about the finalized agenda.
- Circulating the finalized agenda to the faculty the day before the scheduled meeting.
- Ensuring that meeting minutes are kept and arranging for their timely distribution.
- Arranging for the attendance of any faculty members participating remotely (*i.e.*, by internet, phone, or video conference).

At each regular faculty meeting, the following items should be included in the agenda:

- Establishment of a quorum.
- Faculty votes to approve the meeting agenda and the minutes from the previous meeting.
- Directors report on research unit activities.
- Each standing committee reports on its activities and brings motions for a faculty vote.
- *Ad hoc* committees report on activities and bring motions for a vote by the faculty.
- Representatives from AGSA and the UAA are solicited for any reports.

At the first regular meeting of academic year (typically in August), ideally the following items should be included in the agenda:

- Announcement of all departmental officers and representatives.
- Announcement of standing and *ad hoc* committee chairs. For the Bylaws, Budget Oversight, and Curriculum Committees, this is the individual in their final year of service on that committee.
- Announcement of continuing memberships on departmental committees.
- New committee members nominated as a slate by the Department Head and voted on by the faculty.
- The Department Head presents the final annual budget approved by the College to the faculty.
- The Department Head presents their principles and reasoning behind general salary recommendations to the faculty.
- The Dean's evaluation of the Department Head is presented to the faculty; the Department Head addresses any recommendations for improvement.

Before the end of fall semester:

- All Directors and Academic Staff provide faculty with a report of the previous and projected activities for the year.
- Curriculum Committee solicits course lists from subdisciplines and set schedule for next fall semester course offerings. Summer and mini term course offerings should be solicited and planned.

At the first or second regular meeting of spring semester, ideally the following items should be included:

- Approval of new graduate admissions brought as a motion from the Graduate Committee.
- Approval of graduate assistantships for the following academic year brought as a motion from the Graduate Committee.
- Department Head solicits need for temporary teaching positions during next academic year to be included in proposed budget request.

By the final meeting of the academic year (typically in April or early May):

- Curriculum Committee solicits course lists from subdisciplines and sets schedule for next spring semester course offerings.
- All curricular changes to be proposed to the College in the fall term should have been voted on by the Curriculum Committee and presented to the faculty at the final meeting for a vote. Note that additional changes may be proposed and presented to the Curriculum Committee in August for a vote, though this should be kept to a minimum.
- The proposed annual budget should have been voted on by the Budget Oversight Committee and presented to the faculty at the final meeting for a vote. The Department Head submits the approved proposed budget to the College.
- Approval of Graduate Student annual evaluations brought as a motion from Graduate Committee.