

Bylaws
School of Art
Kathrine G. McGovern College of the Arts
University of Houston

Section I: Composition of the School

The School shall consist of all full-time Professors, Associate Professors, Assistant Professors, Affiliate Artists, and Instructors holding a tenure-track appointment, and all Instructional Faculty holding a Non-Tenure Track appointment in the School of Art.

Section II: Meetings

Meetings of the School Faculty shall be no fewer than one per semester. Either the Director or a majority of the School members in residence at that time shall have authority to call special meetings of the School. The agenda for all meetings (except emergencies, if so designated by the Director) shall be made public at least one week in advance. Minutes of each meeting shall be taken by a staff or faculty member as designated by the Director, and made available as requested by a faculty member.

The Director of the School shall preside over all meetings at which he/she is present. The proceedings will be conducted according to *Robert's Rules of Order*. Proxy vote must be confirmed in writing.

Part-time faculty and visiting full-time faculty in the School shall be invited to meetings, but will have neither vote nor office.

Section III: Officers of the School

- A. The Director of the School is the chief administrative officer of the School whose term shall be three years.
1. The Director shall:
 - a) Represent the School in its relations with other units of the University;
 - b) Administer the affairs of the School according to the policies determined by the School, College and University;
 - c) Oversee the scheduling of classes, counseling of students, and assignment of graduate assistants and teaching fellows to their duties;
 - d) Manage the operation of the central office of the School;
 - e) Prepare and manage the School budget;
 - f) Review and seek advice from the Executive Committee on the School budget;
 - g) Recommend salary increments to the Dean and recommend promotions in accordance with principles and criteria established by the School;
 - h) Conduct negotiations for the hiring of new faculty members in cooperation with the ad hoc Search Committee;
 - i) Make available to faculty members, upon their appointments, written criteria for tenure and promotion consistent with University and College policies;
 - j) Insure that every tenure-track faculty is reviewed annually through appropriate School procedures, and provide the faculty member with a written summary of the review;
 - k) Preside over School meetings and supervise the writing of School minutes;
 - l) Serve as Chair of the Executive Committee of the School.

2. Evaluation of the Director

The Faculty Council of the college shall conduct an evaluation of the Director in the spring prior to the final year of the Director's term of office. The results of the evaluation will be made available to the faculty by the School's Faculty Council Representative.

3. Election of the Director

The Director is appointed by the Dean of the College. He/She may be recommended for reappointment for another term by a majority vote of the faculty. If the Director is not reappointed or does not wish to serve another term, and an outside search is not possible then an election will be held. Upon timely notification from the Faculty Council Elections Committee or from the Dean of the College of the Arts that a Director must be elected for a new term, the Executive Committee of the School will solicit nominations from eligible faculty. Faculty eligible to propose nominations and to vote shall have tenured or tenure-track appointments. The Executive Committee will prepare a ballot for the faculty of all valid nominations. Polling will then be conducted by the Faculty Council.

- B. The Associate Director shall aid the Director in the administrative duties of the School and shall hold academic rank of Assistant Professor or above. The term shall coincide with that of the Director. The Associate Director shall be appointed by the Director with advice of the Executive Committee. The Associate Director shall be a non-voting member of the Executive Committee.
- C. The Director of Graduate Studies shall be appointed by the Director with the advice of the Executive Committee. The Director of Graduate Studies' term of appointment shall coincide with that of the Director.
1. The Director of Graduate Studies shall:
 - a) Direct and administer the operation of the graduate program;
 - b) Oversee the recruitment of graduate students and promote the visibility of the graduate program;
 - c) Approve applications for admission to the MFA program;
 - d) Oversee the processing of applications for graduate fellowships, assistantships, and scholarships;
 - e) Serve as Chair of the School Graduate Committee;
 - f) Oversee and supervise, with the School of Art Director, the Graduate Advisor in her/his position responsibilities.
- D. Other School officers shall be appointed as needed by the Director with advice of the Executive Committee.

Section IV: Committees

A. Executive Committee

- a. This Committee shall consist of the Associate Director and six faculty members, (one from each area) holding academic rank who shall be elected by the faculty for two-year terms. It shall be the duty of the Committee to:
 - i. With the Director, help in the determination of School policy.
 - ii. Recommend appointments to ad hoc committees made by the School Director;
 - iii. Confirm the appointment of the Associate Director of the School;
 - iv. Advise the Director on the appointment of part-time help; affiliate artists and designers, lecturers and visiting faculty.

- v. Maintain oversight of the Director's stewardship of the School Budget.
- b. Faculty members not elected to the Executive Committee may attend the Committee meetings except when personnel issues are discussed.

B. Rank and Tenure Committee

- a. The committee consists of six members, each member representing one of the six programs in the School of Art (Art History, Graphic Design, IPEF, Painting, PDM and Sculpture). Members are elected by vote of the full-time faculty to serve for three-year terms of office. Only tenured members of the faculty are eligible for election to the Committee. The Director of the School may not be a member of the committee.
- b. The primary and regular function of the Committee is to undertake a thorough evaluation of those members of the full-time faculty: (1) who are in their third year of full-time rank, to determine their eligibility for continued appointment; (2) who are in their sixth year of full-time appointment, to determine their eligibility for promotion and tenure; (3) who have applied for promotion; and, (4) who may have requested a special review of their promotion status and salary level through the School's Director. In addition, the Committee undertakes an annual rating of the teaching, departmental, scholarly and professional performance of all full-time faculty as a basis for recommending merit salary increases.
- c. In the event any committee member must be absent, for whatever reason, during the semester of any academic year, a special election will be held to fill the unexpired portion of the member's term of office.
- d. At its first meeting each year the Committee elects its own Chair.

C. Curriculum Committee

- a. The Curriculum Committee shall be comprised of the Director of Graduate Studies, who shall serve as Chair, the Associate Director and and six faculty members, (one from each area) who shall be elected by the faculty for two-year terms. It shall be the duty of the Committee to:
 - i. Oversee and direct the graduate and undergraduate curriculum of the School;
 - ii. Review and approve area petitions for revising, expanding, and/or eliminating course offerings;
 - iii. Petition the College's Curriculum Committees for all curricular changes in the School;
 - iv. Update the course catalogues as needed;

Section V: Rules and Guidelines on Personnel Policy

1. No one will be henceforth appointed to any professional rank without having completed all requirements for the accepted terminal degree.
2. Promotions shall never be made merely because of length of service and only limited consideration will be given to length of service in making salary increases.
3. A meaningful salary differential should be maintained among the various academic ranks.
4. It shall be the responsibility of the School's Director to ensure that salaries and ranks of faculty members are equitable and bear appropriate relationships to one another, given the abilities and performance of the various faculty members.

5. Good teaching is essential, and it is presumed that poor teachers will not be continued in the employ of the University. For members with tenure, salary increments may be reduced and/or promotions delayed because of poor teaching or neglect of ordinary duties.
6. A yearly merit review of every full-time faculty member shall be conducted during the Spring semester by the Rank and Tenure Committee. (see Section VI. E)
7. Up to three years of prior full-time collegiate-level teaching at the rank of assistant professor or above may be credited to the probationary period. A three-year period as an assistant professor is a prerequisite for promotion to associate professor. No specified time in rank is required for promotion from associate to full professor. The rate of promotion depends upon the professional development of the individual faculty member.
8. All faculty are eligible for (1) course release during the pre-tenure period. Faculty will request and schedule the course release with the cooperation of their Program Coordinator.

Section VI: Faculty Evaluative Criteria and Procedures

A. Full-time Faculty

1. Art History faculty are considered to be full-time when they teach four classes per year with each class consisting of three contact hours per week and are available for the additional responsibilities called for below.
2. Studio faculty are considered to be full-time when they teach five classes per year with each class consisting of six contact hours per week (unless teaching a seminar) and are available for the additional responsibilities hereafter specified.
3. The time employed by a teacher off campus for the preparation of his/her class, as well as for the correction or evaluation of student work is considered to be implicit to the "contact hour" definition of full-time appointments.
4. In addition to their teaching assignments, all full-time faculty are expected to be available for contact with their students on an individual basis; and to be available for after class departmental or other faculty work, for registration, for attendance at all general faculty meetings, and the meeting of any other committee to which they may have been appointed or elected.
5. It is expected that all full-time faculty will be actively engaged off campus in the advancement of their own scholarly or professional discipline as a concomitant requirement of their appointment.
6. Faculty are engaged, unless otherwise specified, for the normal academic year of approximately nine months, which term includes thirty-two weeks of instruction, and sufficient time in the week preceding the beginning of classes in the fall and following the conclusion of classes in the spring to carry out the work of the School.

B. Professional Ranks

All criteria defined in one rank are subsumed to the next higher rank, whether repeated or not.

1. The rank of instructor designates a responsible teacher of limited experience, who must have earned the MFA in his/her professional field, or its equivalent, if a studio teacher, or have completed their dissertation, if in the field of art history.
2. The rank of Instructional (Assistant, Associate, Full) Professor do not have the same research responsibilities as the tenure track faculty below. The appointment letter for each Instructional position should specify the role and responsibilities of the position and will be made available to the Rank and Tenure Committee for all reviews.
3. The rank of assistant professor normally presumes a prior teaching experience of three to five years, and/or an equivalent professional achievement in a studio discipline, or completion of a Ph.D. in the field or art history. Clear evidence of teaching ability, good judgment, and an attitude of responsibility towards his/her students and the aims of the School must be present to justify promotion to this rank.
4. The rank of associate professor is reserved for those members of the faculty who (1) have demonstrated superior ability as teachers; (2) made significant contributions to the academic community, and; (3) achieved substantial success in their own scholarly or professional aims. For promotion to the rank of associate professor with tenure, the candidate should have accumulated a professional record showing that there is every expectation he/she will meet the standard for promotion to the rank of professor in due course.
5. The rank of professor is recommended only for faculty who have achieved a consistently outstanding record as teachers and professionals in their fields. The standard for promotion to the rank of professor is the achievement of a national reputation for excellence and not conferred for seniority or administrative service alone.

C. Categories of Performance

1. Teaching:

The primary teaching responsibilities are:

- a) The preparation and effective presentation of course materials, appropriate to the level and the function of the course in relation to the total other sections of the same course.
- b) The availability of faculty to meet with students outside of class time.
- c) Completion of all School and university procedures and regulations regarding the proper enrollment of his/her students.
- d) The prompt meeting of all scheduled classes.
- e) The administration of course evaluations according to School guidelines.

2. Professional Activity:

- a) Studio faculty are expected to provide evidence of their continuous professional activity as artists, and designers. (It is recognized that the nature of an individual's creative involvement may preclude an exhibition records, though such work would then be subject to review by the Rank and Tenure Committee.)

Criteria for professional activity:

- i. Artists: Exhibitions are ranked in the order of their importance as follows: Invited one person or group museum exhibitions; one-person gallery exhibitions; group gallery (national/regional/local) and/or juried national group exhibitions. Of equal

importance to an invited museum exhibition would be the selection by a professional jury to execute a public commission.

- ii. Designers: Excellence in creative work including professional practice activities, developing a distinguished client list, creative work for juried design exhibitions and/or competitions.
 - iii. Publications: (a) evidence of reviews or critical appraisals appearing in professional journals, newspapers, or catalogs; reviews through any professional organization. (b) published projects or articles in professional journals, other media venues, and emerging means of publication via electronic media.
- b) Academic: It is expected that all academic faculty shall be engaged in the advancement of their scholarly interests, including:
- i. The publication (or proven acceptance for publication) of critical, educational, or research materials as books, or articles in anthologies and/or professional journals, and published projects in other media venues and emerging means of publication via electronic media.
 - ii. The presentation of scholarly papers at the meetings of professional organizations.
- c) Responsibilities to the School: Faculty are expected to:
- i. Participate actively in the work of any committee to which they have been elected or appointed, or to undertake any individual assignment of a School responsibility made by the Director or by the Executive Committee;
 - ii. Be present for all School and Program concentration faculty meetings; and
 - iii. Participate in all of the collective activities of the School.

3. College/University Work:

Faculty will occasionally be involved in committee work at the college or university level, although there is no expected frequency of such an involvement. Nevertheless, if invited, appointed or elected to any college or university committee or other task, notice should always be made by the faculty member on his/her Professional Activity Reporting Form.

4. Community Work:

Service to one's professional organization and professionally related civic, charitable, or other community work should also be reported.

D. Evaluative Policies and Procedures

As stated in the preceding section, it is expected that all full-time faculty, as a concomitant of their appointment, will fully execute all of the responsibilities of their teaching assignments, will participate in the work of the School and of the University to the extent they may be requested to do so, and will be actively engaged in their own scholarly and professional advancement.

1. It is the responsibility of the elected Rank and Tenure Committee, and subsequently of the Director of the School, to evaluate the performance of faculty each year.
2. Tenure and advancement in rank are earned. Recommendations for the termination or the continuance of faculty appointment, and for all recommendations for merit pay increases, for

advancement in rank and for tenure are based upon the faculty member's satisfactory performance in the categories of professional activity (research), teaching, and service.

3. In addition to such periodic reviews, the School, through the Rank and Tenure Committee and the Director, undertake an annual "performance rating" to establish the basis for any and all recommendations for merit increases.
4. Every full-time member of the School's faculty, including the Director, are so rated each year, and the results are reported to the Dean of the College. Such ratings are based upon a review of faculty members' Faculty Reporting Form and teaching evaluations. The annual performance review will be conducted in the following manner:
 - a) All Faculty Reporting Forms are due no later than January 15 of each year.
 - b) The Rank and Tenure Committee will meet within two weeks of January 15 to review all Faculty Reporting Forms.
 - c) The review procedure calls for the assignment of a numerical evaluation, according to a comparative rating system set forth by the College. Faculty members are ranked in Categories 1–5, with 5 being the highest ranking.
 - d) Committee members absent themselves from the evaluation to determine their own performance rating.
 - e) The Director will evaluate and write merit ranking letters within one week of receiving the Rank and Tenure Committee's report. Each faculty member will receive a hard copy of his or her merit letter in writing.
 - f) The Director will establish a one-week period during which any faculty member may appeal the merit ranking.
 - g) The Director will submit final merit ranking results to the Dean after the appeals period.
 - h) If an appeal to the Director is not successful, the merit ranking may be appealed to the Dean within ten days of written notification of final merit rank from the Director. Further appeal, if necessary, may be made to the provost, whose decision is final.
5. It is expected that all faculty will familiarize themselves with the standards of performance, described above, as with the substance and method as the whole evaluative process, both for the School and for the University, as defined in the Faculty Handbook.
6. Faculty in categories other than TT or NTT promotion eligible will receive an annual evaluation by the Director of the School, with the results of the evaluation communicated in a letter from the Director to the faculty member.

E. Post Tenure Review

1. The comprehensive annual merit review serves as the post-tenure review of tenured faculty members. Faculty are evaluated based on the Categories of Performance detailed in Section VI.C., i.e., professional activity, teaching, and service to the School, college, university and community. The initial merit review is conducted by the elected Rank & Tenure Committee. Since only tenured faculty members may participate in post tenure review, the tenured faculty of the School will vote on an annual basis to designate the Rank & Tenure Committee to function as the post tenure review committee.

2. A tenured faculty member who meets or exceeds the School performance standards (i.e., is evaluated to be satisfactory) remains in the regular review process with the possibility of merit pay raises.
3. When the annual merit review process reveals an apparent performance problem of a tenured faculty member, the Director of the School will proceed to a further evaluation to assess the performance on the basis of the School standards. The Director will evaluate the faculty member's performance for the preceding 36 months. Thus, the Director will consider the materials assembled and already reviewed for the annual merit review and he/she will also review materials from the two preceding years.
4. If a faculty member whose overall performance or his/her teaching performance is judged unsatisfactory for the 36-month review period by the Director, the faculty member is subject to a mandatory Faculty Development Plan (FDP). The Director will communicate this finding in writing to the faculty member and will include a statement of the performance deficiencies that resulted in the rating of unsatisfactory.
5. At this point, the faculty member has the option of requesting a review by all the tenured faculty in the School. The tenured faculty of the School will review the materials collected for the 36-month period under consideration. The tenured faculty of the School will vote to recommend that (1) the faculty member now be judged satisfactory, or (2) the faculty member is unsatisfactory and subject to an FDP. Neither the Director nor the faculty member in question participate in the vote of the tenured faculty. The Director of the School will communicate in writing the decision of the tenured faculty to the faculty member, and if necessary, will proceed to developing the FDP.
6. A rating of unsatisfactory does not establish a presumption that the faculty member has given "cause" for dismissal.
7. Faculty Development Plan
 - a) The School Director will work with the faculty member to develop and monitor the FDP. After the plan is drawn up, the Director will send the plan forward for approval by the dean and provost.
 - b) The FDP has a maximum duration of two years. The faculty member will receive annual evaluations as normal during the FDP to provide feedback. At the end of the process, the outcome of the FDP shall be determined by the Rank and Tenure Committee on the basis of performance during this period.
 - c) The conclusion of the initial FDP will result in one of three actions:
 - i. Performance has improved sufficiently to be considered satisfactory.
 - ii. Performance has improved sufficiently to provide cause for extension of the FDP for an additional period up to one year.
 - iii. Performance remains unsatisfactory. This will lead to disciplinary action which may include, at the initiation of University administration, dismissal for cause under Board of Regents policy.
 - d) The Director of the School must report annually to the dean the names of the faculty members who are working on FDP's, the nature of the deficiencies, and the outcomes of those plans. The dean in turn reports to the provost.

8. The performance evaluation process of tenured faculty shall incorporate commonly recognized academic due process rights. Faculty members retain full access to the university grievance process.
9. If an appeal to the Director is not successful, the ranking may be appealed to the Dean within ten days of written notification of final rank from the Director. Further appeal, if necessary, may be made to the provost, whose decision is final.
10. In accord with state law, a faculty member subject to revocation of tenure and dismissal on the basis of performance evaluations has the opportunity for referral of the matter to a non-binding alternative dispute resolution process.

F. Tenure and Promotion

1. The Rank and Tenure Committee conducts the review of all tenure and promotion candidates in accordance with current University Guidelines and Policy.
2. The Rank and Tenure Committee makes an independent judgment, on promotion, and/or tenure review of all faculty and advises the Director of its findings.
3. In the performance of its evaluative duties the committee shall have the right and authority to do any or all of the following:
4. Request of the faculty member under review that evidence of scholarly or other professional work be made available to the committee and the external evaluators for their appraisal.
5. Solicit the written opinion of outside authorities (the number of evaluators and manner of selection to be determined by current University Promotion and Tenure Guidelines – currently four are required);
6. Invite any member of the faculty, staff or student body, or the Director of the School to meet with it in closed session, to present their views or to amplify a written statement previously submitted;
7. Request of the School's Director that a qualified consultant, approved by the committee, be invited to meet with it and submit an opinion concerning the scholarly or other professional attainments of any full-time faculty member then subject to the mandatory review preceding an appointment with tenure;
8. Additionally, the committee can call for letters from the faculty. Only signed letters will be considered by the committee.
9. In all of their faculty assessments, save for those done as part of the standard, annual merit review for the School, the committee will consider as many of the following evaluative materials as can be secured:
 - a) the opinion of the outside evaluators;
 - b) evaluations by faculty from the same and other disciplines;
 - c) teaching evaluations by students and peers;
 - d) previous School merit reviews;

10. When the committee has concluded its deliberations, the committee's views are presented to the Director in writing.
11. Whether the Director concurs or not, he/she may choose to incorporate the committee's view in whole or in part into his own written statement to the faculty member concerned. In any case, the Director makes the final determination of the School recommendation to be reported to the Dean of the College of Arts. The Director will also forward the committee's appraisal and vote to the Dean.
12. In the event termination or non-promotion is recommended, the faculty member concerned has ten (10) working days, upon written notification of the Director's decision not to support tenure, or promotion (with reasons for denial of support not given) to respond with a letter of appeal. The Rank and Tenure Committee reviews the appeal letter and if it chooses not to re-open the case, the committee sends a letter to the Director rejecting the appeal.

The faculty member concerned can then request a meeting with the Director of the School to review the appeal rejection. The Director will address the appeal in his/her letter to the Dean. After meeting with the Director, the faculty member can follow the College Personnel committee and Dean's appeal procedures outlines in the Faculty Handbook.

Section VII: Grievance Procedures

For grievances filed in the School that do not pertain to the evaluative proceedings of the Rank and Tenure Committee then the following procedure shall be followed:

1. All grievances should first be submitted to the Director of the School within ten working days of the event.
2. If necessary, the Director will appoint an Ad Hoc Committee to review the case.
3. The Committee will report in writing within five working days its recommendation to the Director.
4. The Director will inform the aggrieved of the Committee's recommendation and his/her ruling of the matter.
5. If the aggrieved chooses to appeal the committees' or Director's recommendation, the Director will then meet with the Committee to review the appeal and respond to the aggrieved within ten working days.
6. The Director will meet with the aggrieved to render a final decision.
7. At this point, if the aggrieved is still dissatisfied with the result, he/she would follow procedures for filing an appeal in the College as outlined in the Faculty Handbook.

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Section VIII: Amendment

These bylaws may be amended at any meeting of the School by a two-thirds majority vote of all members then in residence, provided that 7 days' notice of the proposed action has been given, or by two thirds vote by signed ballots placed in the mailboxes of full time tenured or tenure track faculty members.