

OPERATING PAPER

SCHOOL OF LITERATURE, WRITING, AND DIGITAL HUMANITIES

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SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

CARBONDALE, IL 62901

I. Purpose

This operating paper sets forth the structure, procedures, and policies of the School of Literature, Writing, and Digital Humanities as agreed to by a majority of the Continuing Faculty of the School of Literature, Writing, and Digital Humanities on April 24, 2024. This document supersedes all previous operational documents in the School and takes precedence where there is disagreement.

II. Mission Statement

As the University's foremost proponent of literacy and humanistic education, the School of Literature, Writing, and Digital Humanities is committed to providing its undergraduate and graduate students with quality instruction. Through teaching, research, and service, the School advances the knowledge, deepens the awareness, and preserves the body of our literary heritage, fosters excellence in creative and critical reading and writing, and promotes the interdisciplinary study of literature, rhetoric and composition, and film and other media as they relate to arts and humanities. The School of Literature, Writing, and Digital Humanities aspires to excellence in preparing educators, other professionals, and citizens and to enriching the intellectual diversity of the University and the wider community.

III. Academic Qualifications of Recruited Faculty

All Continuing Faculty of the School of Literature, Writing, and Digital Humanities are expected to have what is considered a terminal degree as recognized generally by English Studies (PhD, DA, EdD, or MFA) or equivalent. The School expects the terminal degree held to be appropriate to the area of expertise for which the Faculty member is recruited. Recruited faculty are also expected to show the promise of research productivity, continued effective teaching, and a willingness to perform professional service within the School, the College, the University, the profession, and/or the community.

Lecturers, Instructors, and Administrative/Professional personnel recruited by the School of Literature, Writing, and Digital Humanities are expected to possess degrees and expertise appropriate to the job for which they are recruited.

IV. Membership

All faculty appointed to the School are voting members, subject to the following restrictions:

- A. Only those holding continuing (tenure track or NTT) or permanent (tenured) appointments may vote to elect a Director, to decide on director search procedures, or to amend this operating paper.
- B. Only those who are members of the graduate faculty may vote on issues primarily affecting the graduate program. The Director shall decide on what is to be treated as such an issue.

- C. Those non-tenure track faculty holding part-time appointments in the School shall have a vote proportional to their appointments.

V. Officers

- A. The Director serves as the School's executive officer.
 - 1. Procedures for recommendations of Director candidates.
 - a. The Policy Committee shall conduct Director search and screening.
 - b. The committee shall develop and publish standing procedures for this task and submit them to the Dean for approval.
 - 2. The Director must be a member of the school faculty, or have a degree in English, Creative Writing, Rhetoric and Composition, Language and Literature, or Comparative Literature
 - 3. Duties of the Director:
 - a. to provide leadership for the School in all its activities;
 - b. to represent the School to those outside it;
 - c. to administer the business of the School following SIU Policies and Procedures and the SIUCFA Collective Bargaining agreement;
 - d. to make, with the advice of the Policy Committee, whatever administrative and committee appointments are needed for effective governance, including appointments not specifically called for by this operating paper;
 - e. to preside over faculty meetings;
 - f. to preside over meetings of the Policy Committee (see the exception at VII.A.4) and Promotion and Tenure Committees;
 - g. to be responsible for appointments to the faculty;
 - h. to maintain the provisions of this operating paper, and to keep an up-to-date copy of it and of all standing school policies.
 - 4. Review of the Director shall be conducted by the Policy Committee in coordination with the Dean of the College of Liberal Arts.
 - a. The Policy Committee may review the performance of the Director at any time in coordination with the Dean of the College of Liberal Arts. It must do so at the beginning of the third year of each term of the Director's service, meeting first with, then without, the Director.
 - b. It shall solicit the views of all members of the faculty and submit a written report of its findings to them.
 - c. Within seven days of the issuance of the report, it shall convene a meeting of the faculty to decide whether or not to initiate a search for a new Director.

- d. If the School decides to begin a search for a new Director, the voting members of the School shall vote whether to request an internal or external search.
 - e. The Policy Committee shall report the School's decision to the Dean of the College of Liberal Arts and, if so instructed by the School's voting members, shall request a search for a new Director and indicate its desire for either an internal or an external search.
- B. The Director shall appoint and assign duties to an Undergraduate Studies Coordinator, a Graduate Studies Coordinator, and a Writing Program Administrator (WPA). The Director may appoint an Assistant to the Chair and other ad hoc positions as required. These positions shall be discrete unless an exception is approved by the Policy Committee, and such an exception is required for the Director to serve in any of these positions.
 - 1. The Undergraduate Studies Coordinator is the chief undergraduate advisor for the School, acts as chairperson for the Undergraduate Studies Committee, and advises the Director on undergraduate curricula and programs.
 - 2. The Graduate Studies Coordinator is the chief graduate advisor for the School, acts as chairperson for the Graduate Studies Committee, and advises the Director on graduate curricula and programs.
 - 3. The Writing Program Administrator recommends policies for and coordinates the undergraduate composition programs and courses for the School, coordinates training and makes assignments for graduate teaching assistants, acts as chairperson for the Writing Studies Committee, and advises the Director on undergraduate composition curricula and programs.

VI. Committees

The Director may establish, charge, and appoint ad hoc committees for special projects and assignments. Any member of the School may serve. The Director shall inform the Policy Committee of such appointments. All standing committees report directly to the Director. All standing committees except Promotion and Tenure Committees shall publish minutes within five days of any meeting, and distribute them to all members of the School. The following shall be the standing committees.

- A. The Policy Committee.
 - 1. Membership: five elected members (one professor, one associate professor, one assistant professor, and two at-large); one voting graduate student (voting in matters other than personnel) elected by the School's graduate

students; four ex-officio and non-voting members (the Director, the Graduate Studies Coordinator, the Undergraduate Studies Coordinator, and the WPA.

2. Terms of office: faculty, three years, staggered; one graduate voting student elected annually.
3. Chair: the School Director.
4. Meetings: at least twice each semester.
5. Duties:
 - a. to serve as the School's appointments committee;
 - b. to be concerned with matters of policy and procedures and advise the Director about them;
 - c. to formulate and publish, with the approval of the Director, standing School procedures governing at least the following:
 - (1) promotion and tenure review,
 - (2) merit review,
 - (3) Director search, as called for by section V.A.1.b. above.

B. The Graduate Studies in English Committee.

1. Membership: In addition to the Graduate Studies Coordinator, three faculty members, one restricted-voting graduate student elected by the School's graduate students. The graduate student member shall not vote on or be in attendance when the Committee discusses programs of study, appointments, admissions, or awards.
2. Terms: faculty appointed annually, and one restricted-voting graduate student elected annually.
3. Chair: the Graduate Studies Coordinator.
4. Meetings: at least once each month, during the academic year.
5. Duties: to recommend policies and procedures regarding graduate curriculum design, maintenance, and improvement; to advise the Graduate Studies Coordinator on graduate admissions, appointments, fellowships, and study proposals; and to assist the Graduate Studies Coordinator in assessment of graduate programs in English.

C. The Undergraduate Studies in English Committee.

1. Membership: In addition to the Undergraduate Studies Coordinator, three faculty members and one restricted-voting undergraduate student member appointed by the Director, with the advice of the Policy Committee. The student member shall not vote on or be in attendance when the Committee discusses scholarship awards.
 2. Terms: faculty and one restricted-voting undergraduate student appointed annually.
 3. Chair: the Undergraduate Studies Coordinator.
 4. Meetings: at least once each month, during the academic year.
 5. Duties: to recommend policies and procedures regarding undergraduate curriculum design, maintenance, and improvement; to determine scholarships and awards to undergraduate majors; and to assist the Undergraduate Studies Coordinator in assessment of undergraduate programs and courses in English.
- D. The Writing Studies in English Committee.
1. Membership: In addition to the WPA, three faculty members and one voting graduate student elected by the School's graduate students.
 2. Terms: faculty appointed annually, and one graduate voting student elected annually.
 3. Chair: the WPA.
 4. Meetings: at least once each month, during the academic year.
 5. Duties: to recommend policies and procedures regarding undergraduate composition courses; to determine the annual award for graduate assistant teaching; to assist the WPA in the supervision of graduate teaching assistants; and to assist the WPA in the assessment of the Freshman Composition program and other undergraduate composition courses.
- E. Promotion and Tenure Committees.
1. Committee on Promotion to Professor.
 - a. Membership: all professors with tenure.
 - b. Chair: the School Director or his/her appointee.
 - c. Meetings: at times designated by its Chair.
 - d. Duties: to develop guidelines, to review candidates, and to make recommendations for promotion to Professor.

- e. If the candidate for promotion is untenured, a separate vote on tenure is required.
 - 2. Committee on Promotion to Associate Professor.
 - a. Membership: all professors and associate professors with tenure.
 - b. Chair: the School Director or his/her appointee.
 - c. Meetings: at times designated by its Chair.
 - d. Duties: to develop guidelines, to review candidates, and to make recommendations for promotion to Associate Professor.
 - e. If the candidate for promotion is untenured, a separate vote on tenure is required.
 - 3. Committee on Tenure.
 - a. Membership: all tenured faculty in the School.
 - b. Chair: the School Director or his/her appointee.
 - c. Meetings: at times designated by its Chair.
 - d. Duties: to develop guidelines, to review candidates, and to make recommendations for tenure.
- F. Elections Committee.
- 1. Membership: two faculty members, appointed by the Director.
 - 2. Terms: appointed annually.
 - 3. Chair: appointed by the School Director.
 - 4. Meetings: as needed.
 - 5. Duties: to maintain a roster of eligible voters, to conduct elections, and to report to the School the results of elections.

VII. Meetings

The faculty of the School shall meet at least once each semester, during the academic year. The most recent edition of Robert's Rules of Order shall apply. Unless devoted to personnel matters, meetings shall be open to students and other visitors, who may contribute to the discussion if invited.

A. Calling a meeting.

- 1. The Director can call a meeting of the faculty at his or her discretion. The Director shall also call a faculty meeting if requested to do so by seven or more faculty members. Meetings held by such request may not amend or reconsider action by the faculty at its last meeting, unless the voting procedures called for by this Operating Paper were violated at that

previous meeting. The Director shall decide whether such a violation occurred.

2. Unless called to review the performance of the Director, all meetings shall be called by and presided over by the Director, who will furnish a written agenda with each call to a meeting.
3. The Policy Committee can call a meeting to review the performance of the Director, in accordance with section V.A.3. of this Operating Paper. The Committee shall select one of its members to chair the meeting and provide the faculty with notification of the meeting and an agenda.
4. Two or more members of the Policy Committee can call the Policy Committee into session at any time. Although the Director is not required to preside over this meeting, the Director must be informed of the agenda of the meeting in advance and must be given the minutes of the meeting.

B. Business.

1. Items may be placed on the agenda
 - a. by the Director;
 - b. by the Policy Committee;
 - c. by the Committees for Undergraduate Studies in English, Graduate Studies in English, or Writing Studies in English;
 - d. by a request according to section VII.A.1.
2. Each meeting shall include a call for new business.
3. No votes may be taken or decisions made at a faculty meeting unless a quorum of the faculty is present. A quorum shall consist of a simple majority of the continuing faculty.

C. Voting.

1. When discussion appears to have ended, the Director should ask, "Are you ready to vote?" If no one then claims the floor for further discussion, the Director shall call for a vote. If there is any possibility of confusion, the Director, before calling for the vote, should make certain that the members understand the effect of a "yes" vote and a "no" vote. The Director must always call for both a "yes" vote and a "no" vote. Most votes can be determined by a show of hands. In votes on promotion, tenure, review of the Director's performance, and election of a director, and any other personnel matters, all votes should be done by ballot. The Elections Committee may be called upon to conduct any ballot vote.

2. Upon the request of any voting member, any vote may be taken by ballot.
3. Any voting member of the School may vote by proxy as long as a written statement of authorization, including email or fax, from said faculty member is presented at or before the time of the vote. Proxy statements should be collected at the beginning of the meeting and held with the minutes of the meeting. Proxies may be open-ended (e.g., "I authorize Professor Jane Doe to vote for me on any vote taken at the School meeting of October 31, 1999.") or they may be specific to a particular vote (e.g., "I authorize Professor John Doe to vote for me on the vote for Director at the School meeting of October 31, 1999."). One person may carry only two proxy votes.

VIII. Amendments to This Operating Paper

- A. Any voting member of the faculty can propose revisions to the School's Operating Paper. All such proposals are to be submitted in writing to the Director. The Director shall then place them on the agenda of a faculty meeting. The Director is advised to submit such proposals to the Policy Committee for recommendation.
- B. Amendments to the School of Literature, Writing, and Digital Humanities Operating Paper may be made by a simple majority vote of the continuing Faculty of the School. At the faculty meeting considering the proposed amendment(s), the Director shall present the proposed amendment(s) and then ask its sponsors to speak in favor of the amendment(s), after which the floor will be opened to discussion. Following discussion, the proposed amendment(s) shall be voted on by the continuing Faculty via ballot. The balloting shall be conducted by the School's Elections Committee.

IX. Workload

- A. Faculty workload assignments shall consist of teaching, research/creative activity, and service. Such assignments shall be based upon a workload equivalent of twenty-four (24) credit hours of teaching per academic year. When the Director is making the annual workload assignment, he/she shall ensure that, if he/she makes a larger assignment in one area, then he/she shall also make a corresponding small assignment in another area or in other areas. Exceptions to workload assignments will be made for area Coordinators and Directors (Undergraduate Studies, Graduate Studies, WPA, and Writing Center Director). These positions will provide a teaching release of three (3) credit hours per term. Exceptions to workload assignments may also be made for various forms of service (serving as the editor of a journal, a heavy load of recruitment activities, etc.). In no instance shall an annual workload assignment exceed 100%. Overload assignments shall be made in accordance with Section 8.08 of the current Collective Bargaining Agreement (2021-2024).

APPENDIX A

GUIDELINES AND PROCEDURES FOR PROMOTION AND TENURE REVIEW

1. Third-Year Review Guidelines

- a. **Candidates for Review and Purpose of Review.** In addition to the required annual review, each pre-tenure, tenure-track faculty member in the School (henceforth “the candidate”) will undergo a separate review in the Spring semester of the third year of appointment. This review will not be integrated into the required annual review, will not address the candidate’s reappointment, and will not become part of the candidate’s ultimate promotion / tenure dossier. This review will be performed in order to provide the candidate with a frank assessment of progress toward tenure, and in order to advise the candidate about completing current projects, following a publication plan, and addressing teaching and service, so as to prepare for tenure review in the sixth year of appointment.
- b. **Preparation of File for Third-Year Review.** In the Fall semester of the candidate’s second year, the Director, after consulting with the candidate, will appoint at least two tenured professors to conduct the review. The candidate will complete the file for review by February 1 of the third year of appointment (or a date determined by the Director). To complete the file, the candidate will submit a CV; all syllabi and course evaluations from SIUC; all research or creative publications; all significant manuscripts or drafts that could form part of the tenure case in the sixth year; and a publication plan for the remainder of the candidate’s probationary period. This plan will outline the candidate’s goals for publication before tenure, and will include a schedule that covers preparation and submission of particular publications and prospectuses for publications. Any other materials the candidate deems relevant may also be included in the review file.
- c. **Performance of the Review.** The faculty reviewers will perform a thorough review of the candidate’s file in the semester in which the file is submitted. In reading draft materials, reviewers will seek to offer specific, practical, and constructive criticism to help the candidate meet his/her publication goals. When the review has been completed, both faculty members will meet with the candidate to offer their findings, to advise the candidate on revising drafts, and to comment on the publication plan. After this meeting, the reviewers will submit a letter to the Director, with a copy to the candidate, documenting their assessment of the candidate’s progress and plans.

2. Tenure

- a. An Assistant Professor will be recommended for tenure only if recommended for promotion at the same time. Such recommendation will be made not later than the end of the sixth year of the Assistant Professor’s appointment.

- b. Tenure at the ranks of Associate Professor and Professor will be recommended if during the corresponding probationary period the individual's teaching is satisfactory and professional accomplishments are commensurate with those required for promotion to that rank.
- c. The Director of the School will inform the Promotion Committees (as defined below) and the tenured faculty as to which individuals require a tenure decision. The procedures for the tenure review will duplicate those for promotion review, except that a tenure recommendation will ultimately require a majority vote of the tenured faculty as a whole.

3. Promotion

a. Promotion to Associate Professor

(1) Teaching:

Promotion to the rank of Associate Professor is awarded to the faculty member who has developed into an effective university teacher. There must be strong evidence of teaching effectiveness. Such evidence may include teaching evaluations from students in a variety of courses taught during the probationary period; reports of faculty members who have been invited by the candidate to comment on his/her classroom performance; letters of evaluation from students who have graduated from the University; official recognition by the School or College or University of the candidate's teaching; and course development, and/or other pedagogical innovations.

(2) Research or Creative Writing:

Promotion to the rank of Associate Professor is awarded to the faculty member who has published substantial research or creative writing of demonstrable quality. These publications should indicate specific areas of interest that promise continued productivity.

(a) Faculty in literature and rhetoric/composition:

As a general rule, candidates for promotion to the rank of Associate Professor are expected to have published, or have had accepted, the following, either separately or in combination:

[1] a significant, peer-reviewed monograph.

[2] at least five significant, full-length (5000+ words), peer-reviewed journal articles.

Other forms of publication may include peer-reviewed book chapters, multi-modal publication; and/or editorial publications. A research file consisting exclusively, or even primarily, of book chapters and contributions to collections is likely to be viewed less favorably than one consisting primarily of journal articles. Editorial publications (e.g., a

critical edition, an edited collection, an annotated bibliography) will be evaluated according to their significance within the discipline, as will co-authored and collaborative work.

(b) Faculty in Creative Writing:

As a general rule, candidates for promotion to the rank of Associate Professor are expected to have published, or have had accepted, the following, either separately or in combination:

- [1] one significant, peer-reviewed book of poetry or fiction.
- [2] multiple publications in journals of significant short stories, novel excerpts, or poetry.

Other publications may be viewed as indicators of the candidate's contribution to the field. These include significant pieces of creative nonfiction, creative essay, and/or editorial publications. All publications will be evaluated according to their significance within the discipline, as will co-authored and collaborative work.

In each of the above cases, the word *significant* is to be determined by the members of the school, and outside reviewers in the candidate's field. To ensure a consistent record of substantial research and creative productivity, the candidate should begin submitting and publishing research early in the probationary period and continue doing so throughout that period. It is also critical that these activities be scrupulously documented. Publications preceding the candidate's arrival at SIUC will be part of the promotion dossier.

(3) Professional Service:

Service within the University will normally include committee work and administrative positions in the School, the College, or the University at-large, but it might also include "invisible" service related to mentoring, etc. Service outside the University may include activities at the community, state, or national level, such as giving lectures, reading papers, or chairing professional meetings.

b. Promotion to Professor

(1) Teaching

Promotion to the rank of Professor is awarded to the faculty member who has demonstrated continuing effectiveness as a university teacher. There must be strong evidence of this teaching effectiveness. Such evidence may include teaching evaluations from students; reports of faculty members who have been invited by the candidate to comment on his/her classroom performance; letters of evaluation from students who have graduated from the University;

and official recognition by the School or College or University of the candidate's teaching.

(2) Research or Creative Writing

For promotion to Professor, it is expected that the candidate have published two significant peer-reviewed books, or one such book in combination with a substantial number of significant shorter works in refereed publications.

In each of the above cases, the word *significant* refers to the evaluation of members of the school and to outside reviewers, and thus to journals, presses, grants, and awards that colleagues in the candidate's field would recognize as professionally appropriate. To ensure a consistent record of substantial research and creative productivity, the candidate should begin submitting and publishing research early in the probationary period and continue doing so throughout that period. It is also critical that these activities be scrupulously documented. School, Department, and College histories suggest that the criteria specified here represent minimum requirements for a credible application for promotion to the rank of Full Professor.

(3) Professional Service

Service within the University will normally include committee work and administrative positions in the School, the College, or the University-at-large, but it might also include "invisible" service related to mentoring, etc. Service outside the University may include activities at the community, state, or national level, such as giving lectures, reading papers, or chairing professional meetings. In evaluating service, recognition will be given to the prestige of the academic or community event, and the value of the candidate's contribution to that event.

4. Procedures for Promotion and Tenure Review

- a. Every Spring Semester, the Director of the School will solicit applications from all faculty who wish to be considered for promotion and/or tenure.
- b. During the Spring Semester and summer, preceding the year of application for promotion and/or tenure, the candidates seeking promotion and/or tenure will be invited to update their CV's and files and to provide the Director with a list of qualified referees to conduct the evaluation of their research.

The referees will be selected from this list by the Director in consultation with at least two members of the appropriate committee as specified below.

- (1) The Promotion Committee shall consist of all the tenured faculty at or above the rank to which promotion would be recommended. Recommendations for or against promotion shall be made by the appropriate Promotion Committee.

- (2) The Tenure Committee shall consist of all the tenured faculty in the School. The Tenure Committee's recommendations for or against tenure shall be made by ratifying the positive or negative recommendations of a Select Committee appointed by the Director. The Select Committee will consist of three Professors (one serving as Director) and two Associate Professors.
 - (3) The Director shall vote on those promotion recommendations that he/she is qualified to do so by rank.
- c. The Director shall, in cooperation with the candidate, develop a promotion and/or tenure dossier. This dossier should contain the following:
- (1) a curriculum vitae
 - (2) student evaluations of teaching
 - (3) peer evaluations of teaching
 - (4) letters from external evaluators
 - (5) letters from internal evaluators
 - (6) evidence and evaluations of professional contributions.
- d. The Promotion Committees will evaluate the respective dossiers and decide in each case whether or not the candidate should be recommended for promotion. The Director, or designees, will chair the Promotion Committees and the Director, or designees, will present the candidates' dossiers in an objective and systematic manner, and will consult with the candidates on any information the Committee may require. A majority vote of the Committee shall constitute that Committee's recommendation. The Committees will then submit to the Director a letter containing detailed statements justifying their recommendation for each candidate.
- e. The Tenure Committee (all tenured faculty) will evaluate the dossiers of candidates for tenure. After discussion, the Tenure Committee will vote on the candidates for tenure. A majority votes of the Tenure Committee will constitute this body's recommendation to the Director.
- f. If the Director and the review committees recommend promotion and/or tenure, then the Director shall, in cooperation with the candidate, forward to the Dean a formal promotion and/or tenure dossier which contains the Director's recommendation. If the Director recommends promotion and/or tenure, but the pertinent committee does not, then the Director shall forward the dossier along with the negative recommendation of the committee.

If neither the Director nor the promotion committee recommends the promotion, the candidate has the right to forward his/her own dossier, according to University guidelines. If neither the Director nor the Tenure Committee recommends tenure, the Director must prepare the negative recommendation and

forward it to the Dean. The Director shall provide the candidate with his/her independent recommendation before the dossier is forwarded to the college so that the candidate may respond in a manner allowed by University guidelines.

- (1) If the candidate being considered is the Director, a senior member of the promotion committee shall perform the functions of the Director in these procedures.
- (2) In transmitting recommendations to the Dean, the Director shall follow the procedures provided in the College and University guidelines.

If the candidate decides to file a grievance regarding procedures for tenure and/or promotion, the candidate should follow the grievance and arbitration procedures described in Articles VI and XIV of the Agreement between The Board of Trustees of Southern Illinois University and The SIUC Faculty Association, IEA/NEA.

APPENDIX B

SCHOOL OF LITERATURE, WRITING, AND DIGITAL HUMANITIES
STUDENT GRIEVANCE POLICY

Inevitably, from time to time, misunderstandings arise between students and instructors. When a misunderstanding leads to consequences in which a student believes that he/she has suffered injury or that an instructor believes a student has performed in an academically dishonest manner, the following procedures may lead to some resolution of that problem. These grievance procedures are intended to supplement those described in the College of Liberal Arts academic grievance policy.

1. In the case of Academic Dishonesty, the appropriate sections of the "Student Conduct Code" for Southern Illinois University shall take precedence over the School of Literature, Writing, and Digital Humanities Student Grievance Policy Document.
2. In the case of a grade, the student seeking redress must present a complaint to the instructor within twenty (20) working days when classes are in session after receipt of the grade for the course. In all other cases, within twenty (20) working days after a student has become aware of the action/decision which is being grieved, the student should meet with the instructor in an effort to reach a resolution. If one or both parties are absent from campus, the student should present his/her complaint to the instructor in a letter, obtaining some receipt or evidence that said letter was received. The student has responsibility to begin this process in a timely fashion. If the incident occurs during the spring semester and the student will not be in residence for the summer semester, she/he may request an extension of the deadline to the fall semester following by petitioning the unit Director/director in writing. Such a request shall normally be granted as long as the petition is received before the first day of classes of the summer term following; however, the final decision is that of the unit Director.
 - a. If the problem is not resolved between the student and the instructor, the student may within five (5) working days meet with the appropriate Director. The Director shall gather all evidence from both parties and render a decision, in writing, to the student, the instructor, and Director.
 - b. If the Director's decision fails to resolve the problem, within five (5) working days, the student or instructor may submit a grievance, in writing, to the School Director. The Director will deliver a decision, in writing, to the student, the instructor, and the Director, within five (5) working days. In the second stage of the grievance when the Director of the School is involved no outside lawyers shall participate directly in the informal resolution process by participating in informal meetings.
 - c. A student dissatisfied with the School's decision may appeal to the Dean of the College in accordance with the College of Liberal Arts academic grievance policy.

APPENDIX C

STANDING PROCEDURES FOR DIRECTOR SEARCH AND ELECTION

The decision about whether to conduct an internal or external search for a new Director is made by the Dean of the College of Liberal Arts in consultation with the School of Literature, Writing, and Digital Humanities. The School shall follow the procedures outlined below in recommending a Director Search to the Dean. The voting members of the School shall vote to determine whether or not to initiate a search for a new Director. If that vote is affirmative, the voting members of the School shall vote to determine whether to recommend to the Dean of the College of Liberal Arts an internal or external search for a new Director. If the Director search is approved by the Dean as an external (or national) search, the School will follow University procedures for such a search. If the search is limited to an internal one, then the procedures listed below will be followed for the election.

1. Nominations are made prior to the faculty meeting to elect a Director. Candidates for Director must come from the rank of associate professor or professor. To nominate a candidate for Director, a faculty member of the School should submit a signed letter to the Elections Committee nominating the candidate.
2. Prior to a School meeting, the Elections Committee will ask each candidate if he or she is willing to serve if elected. Only those candidates who indicate that they are willing to serve will have their names placed in the running for Director.
3. The Policy Committee shall schedule the faculty meeting for the election of a Director. No other business shall be transacted during this meeting.
4. At this faculty meeting, the School will meet to discuss and elect a new Director. One member of the Elections Committee, to be determined by that committee, shall chair this meeting.
5. Nominees for Director are not required to leave during the discussion at this meeting.
6. Proxies are allowed, subject to article VII.C.3. of this Operating Paper.
7. Following discussion and questions of the nominees, the Elections Committee shall call for a vote. Three ballots will be taken following these procedures:
 - a. Ballot #1 determines the top three candidates. Those three candidates who received the most votes will go onto the second ballot. If only three or fewer candidates are running, this step may be skipped.

- b. Ballot #2 determines the top two candidates. Those two candidates who receive the most votes will go onto the third ballot. If only two candidates are running, this step may be skipped.
- c. Ballot #3 determines the School's choice for Director. The candidate receiving the majority of votes shall be the School's choice for Director. If neither candidate receives a majority of the vote, then the floor shall be opened again for discussion and another Ballot #3 taken. If that vote does not determine a choice for Director, then the meeting shall be adjourned, and the faculty shall begin the process over again, beginning with a vote on whether to request an external search or ask for nominations for an internal search. After this vote, the faculty meeting shall adjourn, and if an internal search is chosen, the Elections Committee shall begin its work of requesting nominees.

If there is only one candidate for Director, then only one ballot will be taken. The faculty will vote "yes" in favor of the candidate or "no" to reject the candidate. If the candidate is rejected as Director, then the faculty shall begin the process over again, beginning with a vote on whether to request an external search or ask for nominations for an internal search. After this vote, the faculty meeting shall adjourn, and if an internal search is chosen, the Elections Committee shall begin its work of requesting nominees.

APPENDIX D

PROCEDURES FOR SCHOOL ELECTIONS (OTHER THAN DIRECTOR)

The Elections Committee administers all elections within the School. When elections are necessary, the committee will solicit nominations from the entire School faculty and verify that nominees are willing to stand for election prior to voting.

Any election where there are more than two candidates will proceed via instant-runoff voting. That is, voters rank order candidates. If one candidate wins a majority in the first round of tabulation, the election is over. If no candidate wins a majority of the first-place votes cast in the first round, the candidate with the fewest first-place votes drops from consideration and the results are retabulated: the second choice candidates from those ballots that ranked the dropped candidate first are added to the existing totals. If a candidate wins a majority in this second round, the election is over. If no candidate wins a majority in the second round, the drop-and-retabulate process repeats, until one candidate wins a majority of the first-place votes.

For example, candidates A, B, and C receive the following vote totals in a five-ballot race:

	Candidate A	Candidate B	Candidate C
1 st	2	2	1
2 nd	1	0	4
3 rd	2	1	0

The five ballots look like this:

1 st	A	A	B	B	C
2 nd	C	C	C	C	A
3 rd			A	A	B

No candidate wins a simple majority in the first round, which means that Candidate C drops from consideration. The second choice of the fifth ballot (the one that ranked C first) now gets added to the vote total. Thus, Candidate A wins in the second round, by a tally of 3-2 (two first choices, plus one second choice in the second round).

APPENDIX E

MERIT EVALUATION

The merit review process, when engaged in, will evaluate faculty work using a six-point scale in each of the following three categories: teaching, research/creative activity, and service. The mission of the School should be reflected by the use of the below ratios as follows:

Teaching	Research/Creative Activity	Service
6	6	6

Two points are noted:

- a. Occasionally a person's work cannot be adequately evaluated by the method proposed. Therefore, the Director and Merit Review Committee should be responsive to that possibility and resort to alternatives in such a case.
- b. Publication over a three-year period may be considered for credit toward merit salary. On the assumption that there is often insufficient money to reward significant scholarly efforts in any given year without penalizing others in the School, the practice has been to spread this portion of the merit award over an agreed-upon period. This practice should be continued.

At the end of the annual period, just prior to the merit review, the faculty member will submit to the Director an updated CV and documentation of effective teaching.

The Director will appoint an advisory committee of three faculty members. In determining each faculty member's raw score, the Director and each member of the advisory committee will examine the following: the CV update, the three-year publication record, and the faculty member's merit file.

To determine the merit salary increment, the Director will total the raw score for all faculty, compute a percent for each faculty member (by dividing his/her score by the total) and submit this figure to the Dean. When the Dean gives the School a dollar figure for merit increase, the Director will use this percent to arrive at the faculty member's portion of the allocation.

MERIT EVALUATION FORM YEAR:

Name:

Assignment: **Spring:**
Summer:
Fall:

Rating Scale: 6 = Superior, 5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor

POINTS

I. TEACHING: 6 5 4 3 2 1 x6

Direct Teaching, based on documentation of thesis and dissertation committees, awards

Pedagogical Activities, based on development of instructional materials, new courses, teaching fellowships or grants.

II. RESEARCH and CREATIVE ACTIVITY: 6 5 4 3 2 1 x6

Points for the following items are based on standards set in the School Operating Paper (Appendix A, 3.a.2)

Book(s)	6	5	4	3	2	1
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Monograph(s)	6	5	4	3	2	1
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Article(s) or Chapter(s)	6	5	4	3	2	1
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Review(s)	6	5	4	3	2	1
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Paper(s) at Professional Meeting(s)	6	5	4	3	2	1
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Grant(s), Fellowship(s), Award(s)	6	5	4	3	2	1
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Work-in-Progress	6	5	4	3	2	1
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Digital humanities	6	5	4	3	2	1
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III. SERVICE: 6 5 4 3 2 1 x6

A. School Committee(s)	6	5	4	3	2	1
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B. College or University	6	5	4	3	2	1
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C. Professional	6	5	4	3	2	1
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D. Community 6 5 4 3 2 1

TOTAL POINTS =