

PROMOTION AND TENURE POLICIES
Department of Fashion and Apparel Studies
College of Arts and Sciences
University of Delaware
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INTRODUCTION

The mission of the Department of Fashion and Apparel Studies (FASH) is to prepare professionals with essential knowledge and critical skills to influence fashion and apparel-related fields in creative ways. Our graduates are aware of and able to act with accountability toward issues of social responsibility and sustainability. We teach, conduct research and creative scholarship, and interact with local and global communities in ways that are innovative and collaborative. We value work that is student-centered, relevant to business and society, built upon international and cultural diversity, impacts current issues in the field, and which contributes to continuous learning.

The Department values the integration of teaching, scholarship and service, and the faculty's contribution to the Department, College, University, professional field, and to the needs of the global community. Faculty members in the Department seeking promotion and tenure (P&T) are to be evaluated by their peers according to their performance in the areas of teaching, scholarship, and service. Evaluation of accomplishments in the various areas of responsibility will depend on the faculty member's workload assignment.

In the case of external hires (e.g., senior lateral faculty appointment), the Promotion and Tenure Committee must approve the rank and tenure of an appointee. The Promotion and Tenure Committee must have sufficient information to make an informed decision with respect to the appropriate rank of such appointee, and where relevant, whether tenure should be granted.

The Department follows all of the specifications for appointment, renewal, promotion, and tenure as specified in the University of Delaware Faculty Handbook, Section 4 Personnel Policies for Faculty (<http://facultyhandbook.udel.edu/handbook/section-4-personnel-policies-faculty>).

GENERAL PROCEDURES

I Candidate's Rights and Responsibilities

Candidate's rights and responsibilities are specified in the University of Delaware Faculty Handbook (Section 4.4.3 Candidate's Rights and Responsibilities).

II Department's Responsibilities

The Department's responsibilities are specified in the University of Delaware Faculty Handbook (Section 4.4.4 Departmental Responsibilities).

A) Structure of Department P&T Review Committee

The P&T Committee will operate in a democratic fashion and due respect will be given to the opinions and advice of all faculty. The department bylaws define the composition

of the P&T Committee. Three tenured faculty members, including at least one Full Professor, will be elected by the department's permanent faculty to form the P&T Committee. For P&T actions there must be at least three faculty members who are at or above the rank to which the candidate seeks promotion. The faculty will elect additional committee members, if necessary, for P&T actions. The committee will elect the committee chair. The committee chair will be a full professor if the candidate is seeking promotion to that rank. If there are an insufficient number of faculty members at the appropriate rank, the Department will solicit participation of faculty from kindred departments. In the case where external committee members are needed, the candidate, the Department Chairperson, and P&T Committee members may submit a list of up to three names from these kindred departments prior to the vote of the Department's eligible faculty on the P&T Committee membership. The candidate will be given the opportunity to comment on the final list before the Department's faculty vote on the final selection.

B) Procedures for External Review

External reviews by those with established reputations in the field are always required to assess the scholarly or other relevant academic achievements of the candidate. For tenure-track faculty, external review of scholarship is required and for candidates seeking tenure or promotion to full professor, the preference is for outstanding scholars who hold the rank of full professor at well-regarded institutions with fashion and apparel studies programs. For continuing-track (CT) faculty, external reviewers who are experts in the primary area of appointment shall be included and "external" can mean internal to UD but external to the candidate's primary academic unit.

These reviewers are solicited by the Department P&T Committee. Candidates have the option of requesting external reviews for more than one area of workload.

A minimum of five external review letters is required for promotion and tenure. The candidate will submit to the Chair of the P&T Committee a list of at least 6 potential reviewers who can evaluate the quality of their accomplishments. The candidate should supply complete contact information including institutional affiliation, address, phone number and e-mail. Reviewers with personal and professional ties to the candidate that might bias their review should not be selected. In particular, external reviewers who have published with the candidate, served as the major advisor in the candidate's graduate study, or otherwise worked closely with the candidate should be excluded.

The P&T Committee will suggest additional reviewers who have an understanding of the candidate's area(s) of expertise. This combined number of reviewers from both the candidate's and committee's lists will be greater than the number of letters solicited. The candidate will be shown a list of all potential reviewers and will have the opportunity to comment on them. The candidate should disclose any professional relationship to a potential reviewer. If a reviewer (or reviewers) is selected despite a candidate's objections, the P&T Committee will include a statement in the dossier along with the reviewers' letters about the rationale for the selection.

The list of potential reviewers with their contact information will be approved by the Department Chair and will be forwarded to the Dean's Office prior to soliciting their involvement. For potential external reviewers on the list that do not meet the standard indicated for the award of tenure or promotion to full professor, the P&T committee will

provide a justification for each reviewer. The final list of names, which will include some of the reviewers submitted by the candidate, will not be shared with the candidate so as to preserve the confidentiality of the reviewers. Candidates cannot contact potential reviewers concerning their promotion and tenure process once their names have been submitted to the Committee until after the promotion process is complete.

The letter of solicitation developed by the Department P&T Committee will be forwarded to the Dean's Office for review. The reviewer will be asked to analyze and critically evaluate the candidate's accomplishments in regard to meeting the aspired rank based on the department's promotion and tenure guidelines. Reviewers will be asked how the candidate's record of accomplishments compares to top candidates in this field who are at a similar stage in their career and to comment on the candidate's potential for future development (i.e., How does this candidate compare to top candidates in Fashion & Apparel Studies field who are at a similar stage in their career?). In addition to an evaluation, each reviewer will be asked to describe his/her personal and professional relationship with the candidate. The reviewer will also be asked to submit a curriculum vita. Documentation forwarded by the reviewer will be inserted in the dossier with the reviewer's evaluation.

C) Reporting of Recommendation

After the candidate submits the dossier and external reviews have been received, the P&T Committee will meet for discussion and vote on supporting the promotion and/or tenure. During the review process, the P&T Committee may request additional information from the Candidate as necessary.

Letters of evaluation will be discussed in a confidential manner and peer reviewers will not be mentioned by name or affiliation in the Committee's letter of recommendation. An assigned number will refer to each review. The qualifications of the external reviewers will be made clear in a statement included with the letters in the candidate's dossier.

The Department's letter of recommendation, which must indicate the numerical vote, describe the committee's composition and explain the reasons for the decision, must be transmitted in full and in writing to the candidate and be signed by all committee members. The recommendations of the department committee shall be addressed to the department chairperson and inserted into the dossier. When they arise, signed minority opinions will be forwarded as appendices to the committee's recommendations.

(University of Delaware Faculty Handbook, Section 4.4.4)

The Department Chairperson will review the dossier submitted by the candidate, the report of the committee, and the stated criteria, and make a recommendation supporting or failing to support the candidacy. The chairperson should explain, in writing, the decision to the candidate and to the department committee. The chairperson's recommendation is transmitted in full and in writing to the candidate and also inserted into the candidate's dossier. The chairperson's letter should include a description of the candidate's workload distribution during the time in rank, and how that workload relates to his or her recommendation concerning tenure and/or promotion. (University of Delaware Faculty Handbook, Section 4.4.4)

The Department P&T Committee and the Department Chair each indicate in their letters that the dossier meets all requirements for submission for further review.

D) Organization of the Dossier: Evidential Materials

It is the candidate's responsibility to present the best case for promotion; the nature of supporting materials included in the dossier is primarily the responsibility of the candidate. The University of Delaware Faculty Handbook (Section 4.4.9 Promotion Dossiers) specifies how the candidate's dossier should be organized.

In addition to the requirements as outlined in the Faculty Handbook, the dossier must include a candidate's statement that integrates their accomplishments in their workload areas during the review period. Each section shall begin with a detailed statement about each workload area: teaching, scholarship, and/or service. Annual appraisals, 2-year/4-year reviews (for tenure-track faculty), 3-year reviews (for continuing-track faculty) and any post-tenure review (for tenured faculty) must also be included in the dossier.

The Appendix offers a list of required/recommended evidentiary material. Other forms of evidential material that document accomplishments in teaching, scholarship, and service may be included. The Committee may make requests for information not included in the dossier. Materials that are required in the dossier for evaluation in the department are indicated.

If the candidate is presenting work (e.g., teaching, scholarly work, or service) conducted in rank at other institutions of higher education, he/she should identify this work and clearly distinguish it from the work conducted at the University of Delaware. The candidate should also explain work on projects that have carried over to the University of Delaware.

III Evaluation of Teaching, Scholarship and Service

A) Evaluation of Teaching

Teaching includes the candidate's thorough knowledge of subject matter, ability to organize and present the subject with a high degree of coherence and clarity, and skill in stimulating students' interest and curiosity at the undergraduate and/or graduate level as relevant to her or his appointment. This includes both course content and an ability to generate understanding and enthusiasm for content as reviewed by faculty peers (classroom visitations, course portfolio, and so on) and/or by students (course and teacher evaluations, testimonials, and so on). The candidate's record of consistent growth in instruction as well as consistently high levels of performance is evaluated. Teaching related activities and assigned duties also include mentorship and advisement of students.

When evaluating a candidate's teaching performance, superior scores in course evaluations and teaching awards may not be required to receive an "excellent" rating. However, other sources of information that are strong and convincing are necessary for excellence in teaching that demonstrate the candidate's contributions and leadership in the department's academic programs. Innovation in teaching pedagogies and development of curricular are important considerations for excellence in teaching.

B) Evaluation of Scholarship

The Department embraces the multi-disciplinary nature of scholarly activities in the area of fashion and apparel studies. The Department values scholarship that addresses theoretical and/or applied issues of consequence to the field, industry, and/or the global community, and/or to other fields that can benefit by knowledge generated in the area of fashion and apparel studies. Scholarship includes the candidate's active research, scholarly, and/or creative program in their area of specialization. While the precise mix of indicators may vary from one candidate to the next, it is expected that a recognizable pattern of high performance levels in scholarship is evident for faculty in tenure-track positions. Faculty members are expected to produce scholarly outcomes as described in their position description and annual workload agreements.

The quality of scholarship is assessed by the peer review process in which the output may include, but not limited to, peer reviewed journal manuscripts, peer reviewed conference papers, jury evaluation of creative designs, and external review of curated exhibitions. Scholarly outputs must be available for peer review and must be disseminated to academic, professional and/or other relevant public communities in prominent venues. In addition, other forms of evidential material that document the quality of the candidate's scholarship are accepted. External grants submitted and awarded to a candidate are important additional factors in consideration for promotion and tenure. Obtaining contracts and grants to carry out scholarship or creative work through a competitive process reflects upon the quality of that activity. Further, the acceptance rate of a journal, conference, or design exhibition can also be an indicator of the quality of scholarship. Collaborative and interdisciplinary scholarly pursuits will be considered positive factors for promotion.

As part of a candidate's scholarly activity, the candidate is expected to expose students to scholarship and creative processes. They are also expected to contribute to the reputation and stature of the department and university, the pool of knowledge, and the development of the field of fashion and apparel studies.

It is important for the candidate to explain the importance and impact of her or his scholarly contributions to theoretical and/or applied issues in the field, industry, and/or its stakeholders with convincing evidence for excellence in scholarship. The evaluation and comments by the external reviewers formally solicited by the P&T Committee are important considerations for excellence in scholarship.

C) Evaluation of Service

Strong and active service on departmental, college, and university committees, and service to the professional field is expected of all faculty members, and is considered as an important part of the evaluation for promotion and tenure. All faculty members are expected to be collegial members of the Department, and to perform appropriate service that contributes to the effectiveness of the Department, College, University and the profession. Service for the benefit of the local, state, regional, national, and international communities is important. Service to the professional field is valued, as this reflects on an individual's professional reputation and scholarship. In the promotion process, the willingness to undertake such work and the demonstration of effective leadership in service activities is highly valued.

For faculty candidates seeking excellence in service, it is the candidate's responsibility to

effectively document to establish distinction between high quality and excellence with convincing evidence.

IV Standards for Promotion and Tenure

The Department follows University of Delaware's standards for promotion as specified in the Faculty Handbook, Section 4.4.2 Minimum Standards for Promotion.

A minimum criterion for promotion and tenure for tenure-track (TT) faculty to associate professor is excellence in scholarship. Also, evidence of high quality teaching and service contributions consistent with workload is required. For continuing-track (CT) faculty promotion to associate professor, minimum criterion is excellence in the primary area (50% or more) of the workload assigned by the nature of the appointment and high quality in other areas consistent with workload during the review period. Furthermore, there should be unmistakable evidence that the individual has progressed since the initial appointment and will continue to do so. For TT faculty promotion and tenure from associate professor to full professor, excellence in scholarship and excellence in one other area of the workload (teaching or service) is required. For CT faculty promotion to full professor, excellence in the two primary areas of workload is required (i.e., teaching and service).

In addition to demonstrating their effectiveness inside the classroom, CT candidates applying for promotion to associate professor, whose primary workload is teaching, may demonstrate their commitment by providing evidence of their leadership in teaching. This leadership might be local, such as innovative teaching and curriculum development that relates to the strategic goals of the Department, College, or University. Such leadership might be regional or national, such as conference presentations that are teaching-related, or publishing scholarship of teaching and learning in teaching-oriented journals. It may involve taking a leadership role in teaching-related organizations on or beyond campus. It may involve publication of original teaching materials such as study guides, case studies, or textbooks.

For candidates whose workload is primarily teaching (CT), promotion to full professor requires more than just excellence in the classroom. Instead, candidates should demonstrate significant engagement with and leadership in relevant communities outside of the classroom—nationally or internationally. Such engagement may be demonstrated through original publications on the scholarship of teaching and learning, receipt of relevant contracts and grants, development and dissemination of original pedagogies (e.g., textbooks), involvement in the training of educators and industry professionals, and other activities that establish the candidate's national or international reputation in their particular field of excellence.

The decision to promote should be based on the overall quality of accomplishments and contributions of the candidate to the Department, College, and University mission. There is the expectation that each faculty member will have a distinctive dossier that reflects his/her individual contributions to the Department, College, and University mission. The proportions of a faculty member's teaching, scholarship, and service workload are fundamental in evaluating the candidate's dossier.

V Department Promotion Process Schedule

15 March	Candidate notifies chair of intention to apply for promotion in writing. Departmental P&T Committee begins the process of soliciting peer reviewers.
1 April	Candidate submits a list of at least 6 potential reviewers to the Chair of the FASH P&T Committee.
1 May	Candidate is informed of all potential reviewers and has the opportunity to comment on them.
1 June	Department P&T Committee makes the final selection of external reviewers.
1 July	Candidate submits a dossier to FASH P&T Committee for external review.
1 September	Dossier to Department Committee and Chairperson.
1 October	Department's recommendation to the Chairperson.
15 October	Chairperson's recommendation to the College Committee and Dean.

VI Appeals

The Department follows the appeal process as specified in the University of Delaware Faculty Handbook, Section 4.4.8 Promotion Process Schedule.

APPENDIX

Evidential Material for Teaching, Scholarship, and Service

I TEACHING

A) Candidate's Statement and Evidential Materials

- Summary of teaching philosophies and experiences of the candidate, including, but not limited to, self-evaluation, a summary of any contributions to curriculum development, assessment of learning objectives, professional development activities related to teaching, and/or scholarly work directly related to teaching. (Required)
- Summary of instructional activities engaged in since appointment or last promotion. This would include a list of all courses taught, including title, dates, and enrollments. It is appropriate to include direction of independent studies and special problems as well. (Required)
- Advisement load (undergraduate and graduate) and activities. (Required)
- List of teaching or advising awards and honors.
- Course materials including syllabi, assignment and project sheets, instructional materials developed, student outputs, summarized data from assessment of learning objectives, and so on. (Required)
- The above items may be incorporated in a formal teaching portfolio. (Teaching portfolio is required for CT faculty)
- Evidence of scholarly pursuits or professional activities to improve teaching competence. (Required)

B) Student Evidential Materials for Teaching

- Student evaluations properly tabulated and summarized. The procedures used in administering the evaluations should be described. The type and size of courses should be described. Where available, comparable departmental evaluations can be requested of the department by the candidate. (Required)
- If available, samples of student comments from student evaluations. The means by which these samples were selected should be provided. A complete list of student evaluations based on rating scales and/or comments should be made available upon request.
- Student accomplishments such as design competition entry and award, paper presentations at the university, regional, or national or international level.
- Letters of evaluation from former and current undergraduate and graduate students may be solicited by the candidate and should be clearly labeled as "solicited letter by the candidate for the purpose of promotion".
- Letters and emails from former and current undergraduate and graduate students unsolicited by the candidate should be clearly labeled as "unsolicited letter provided by the candidate".

- The P&T Committee will conduct their own solicitation of student letters and place these in the dossier along with a clear description of the procedures for drawing the sample. The letters should be clearly labeled as “solicited by P&T Committee” and should address the role the candidate played in shaping the educational or career trajectory of the students. (Required of Committee)

C) Faculty and Peer Evidential Materials for Teaching (Required for CT faculty)

- Peer evaluations that attest to the candidate's pedagogical competence, knowledge of the subject matter, organization and preparation, ability to stimulate intellectual curiosity, and innovative capacity are encouraged as evidence for the dossier. Tenure-track faculty are encouraged to have at least two teaching observations conducted by the University’s Center for Teaching and Assessment of Learning (CTAL). For CT faculty whose workloads heavily focus on teaching, teaching observations must be conducted by the CTAL for at least two different courses.

II. SCHOLARSHIP

A) Candidate’s statement (Required)

Candidate’s statement should include a discussion of scholarly focus, impact and consequence of the candidate’s work, and a summary of scholarly outcomes.

B) For all evidential material included in the dossier, the scholarly importance/contribution must be discussed. In addition, the candidate must include evidence of external peer review by an impartial source (e.g., blind review) and the competitiveness of each output must be described as appropriate. Evidence of scholarly attainment may include, but is not limited to, the following: (Required as applicable)

- Published materials

Articles in refereed journals, books, chapters in books or monographs, conference proceedings, reprints of articles or parts of books in collections of distinguished contributions, reviews of books, exhibition catalogues, technical reports, and other professional publications.

(1) A copy of each publication.

(2) A statement indicating specific contributions made in each co-authored work.

(3) A manuscript accepted for publication (in press) may be included here, clearly labeled “in press”.

(4) Article, exhibition, and book reviews citing individual’s work and the reason for its importance (if applicable).

- Juried or judged creative activity

Designs, products, wearable art, exhibitions, software, video documentation, and published catalog or electronic/online archive, to the candidate's field are to be listed in the dossier.

(1) Visual documentation of creative work, research, and/or scholarly activity.

(2) Inclusion of work in invited exhibits or permanent collections of creative works.

- (3) Article, exhibition, and book reviews citing individual's work and the reason for its importance (if applicable).
- (4) If creative activity is collaborative, a statement indicating specific contributions made in each collaborative work.
- Curatorial work
Exhibitions, publications, and related works.
 - (1) The candidate's role in collaborative efforts should be identified and clarified.
 - (2) Visual documentation of the creative work.
 - (3) Critical reviews from independent experts of the creative work citing the reasons for its contribution and significance.
- Invited scholarly works based on the candidate's reputation in the area and expertise.
A list of the above including role, title, date, exhibition or presentation venue, publication outlet and evaluations when available.
- Awards and prizes related to scholarship with appropriate evidential material.
- Lectures, presentations, and exhibitions at professional conferences.
 - (1) A list of the above including role, title, date, conference, location and evaluations when available.
 - (2) A statement indicating a full paper or an abstract published in the conference proceedings.
- Unsolicited peer evaluations; comments about published scholarship; or requests for project details and copy of publications.
- Grant and contract proposals submitted.
 - (1) Grant summary and budget.
 - (2) Description of collaborators and a statement indicating candidate's role in the research and grant proposals.
 - (3) Marked as funded or not funded.
- Unpublished research and documents generated by sponsored scholarship, when externally reviewed.
- For the below items, the scholarly value of the output must be highlighted by the candidate and the output must be beyond what is routine application of expertise.
 - (1) Documents generated by outreach programs.
 - (2) Research and/or market-generated product designs and/or processes and/or systems.
 - (3) Consultation and other professional practice.
 - (4) Direction of graduate and undergraduate scholarship.

- (5) Letters of evaluation from students that discuss the candidate's effectiveness in directing and mentoring scholarship.

III. SERVICE

A. Candidate's Statement (Required)

- The candidate's statement should provide a clear overview of the scope of one's service activities.
- The candidate should clearly explain their contribution to committee work and any leadership roles assumed.
- The candidate's statement should assist the committee in understanding how one's service is tied to the needs of the Department, College, University, community, and profession.

B. Evidence of service activities may include, but are not limited to, the following:

- Contributions to the University, College, and Department: Committee membership and leadership.
- Management of the Historic Costume and Textiles Collection.
- Non-course related instructional activities (e.g., continuing education/no-credit course development/teaching, workshops, seminars, conferences) for the enhancement of the department, college, and/or university and/or impact on challenging issues.
- Engagement in interdepartmental activities.
- Mentoring of junior faculty.
- Participation in recruitment and promotional activities of department.
- Career, professional, and personal advisement to persons outside the Department, College, and University.
- Special contributions to the goals of the Department, College, and University.
- Service to the larger community (local, state, region, national, and international), including outreach, training, and technical assistance.
- Consultation and professional assistance to industry, local, state, region, national and international community groups and agencies.
- Direct services to community organizations, professional groups, business, and industry (e.g., community boards, commissions, task forces).
- Cooperative activities with governmental and community agencies.
- Requested and voluntary contributions to the community such as presentations, seminars, conferences, workshops, articles, TV, and radio appearances.
- Responsibilities in professional organizations (e.g., committee membership and leadership).

- Journal editor, service on editorial board, and/or similar service for publication outlets.
- Reviews of conference abstracts/articles, journal manuscripts and grant proposals; jury evaluation of creative design.