

DEPARTMENT OF ART HISTORY AND ARCHAEOLOGY
PLAN OF ORGANIZATION

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I. Purpose

This Plan of Organization describes a structure through which the Department of Art History and Archaeology can carry out its academic mission within the College and University with due regard for the professional and personal welfare of individual members of the departmental community: its faculty, staff, and students. This Plan of Organization provides a mode of operation that encourages and incorporates broad participation, openness of information, and access to the deliberation process within the Department. The entire Faculty convenes regularly and serves as the policy-making body. On important issues concerning the budget, curriculum, facilities, salaries, appointments, promotions, tenure, and all other aspects of the academic mission of the Department, the faculty will discuss and vote, or advise the Chair, Associate Chair, Director of Graduate Studies, and Director of Undergraduate Studies. All questions about Department policy should be brought to the Chair for presentation at the next possible faculty meeting. "Town Hall" assemblies including the larger departmental community (faculty, staff, graduate and undergraduate students) will be held once a semester in order to address issues of Department-wide scope. The organizational plan and procedures outlined in this document can be amended by a majority vote of all full-time faculty members. Grievances and appeals shall be pursued according to the University guidelines in effect at the time. In the event that the departmental Plan of Organization is found to contradict University policy, University policy shall control. Faculty members should refer to the most recent edition of the Faculty Handbook available through the Office of the Provost at: <http://provost.umd.edu/index.html>

II. Departmental Administration

A. Department Chair

The Chair is appointed for a term, not to exceed five years, by the President of the University, on the advice of the Dean and the Art History and Archaeology faculty, and is responsible to the University administration for managing the affairs of the Department. In order to select a new Chair, faculty members shall communicate their views to the Dean via a Chair Search Committee. S/he may serve a second term not to exceed five years.

In order to perform his or her executive duties, the Chair appoints various faculty members to committees or to particular assignments, as outlined below, and to additional assignments as needs arise. The Chair appoints faculty members, singly or in committees, to supervise visiting lecture programs, the annual Mid-Atlantic Symposium, liaison with the Art Library, searches for new faculty, etc. All appointees serve at the discretion of the Chair.

The Chair is responsible for personnel matters in the Department. S/he will periodically evaluate the performance of the office staff and faculty. Such faculty reviews will include, but not be limited to, annual consultation with non-tenured faculty, as to their performance and departmental expectations (see section on “Promotion and Tenure”); an annual meeting with each tenured faculty member to discuss all matters, including plans for grant or fellowship applications and other plans that might affect the Department’s curriculum and implementation of other programs; and a review of each tenured faculty member at five year intervals (see section on “Post-Tenure Review”).

The Chair is responsible for the conduct of elections and referenda within the Department. If s/he is unable to attend a meeting s/he shall appoint another faculty member to preside in her/his place.

The Chair informs the faculty about the progress of Department actions and committees. This may be done in meetings, through inserts in the minutes of Department meetings, through the Department’s web site, list-serve, or through periodic newsletters.

B. Associate Chair

The Associate Chair is appointed by the Chair and should be a tenured member of the faculty. The Associate Chair assists the Chair in the day-to-day operation of the Department, including such matters as staffing, teaching evaluations, writing grants for enhancement of the curriculum, facilities improvements, fund-raising, publicity, and long-range planning.

C. Director of Graduate Studies

The Director of Graduate Studies is appointed by the Chair and should be a tenured member of the faculty. The Director of Graduate Studies is responsible for the administration of the graduate program of the Department. The Director of Graduate Studies monitors the progress of graduate students. In consultation with faculty advisors, the Director of Graduate Studies may correspond with individual students over deadlines, termination or advancement, and other official departmental matters. (See also III.A and Appendix A and C)

D. Director of Undergraduate Studies

The Director of Undergraduate Studies is appointed by the Chair and oversees the undergraduate curriculum, coordinates undergraduate advising and departmental advisors, maintains records of majors in Art History and Archaeology and citations based in the Department, and directs the Department’s Honors Program. The Director of Undergraduate Studies serves on the Department’s Curriculum Committee. S/he acts as a liaison between the Department and

College/University offices concerned with undergraduate affairs. (See also III.B and Appendix B)

III. Standing Committees and Assignments

A. Graduate Committee

A1. The Graduate Admissions Committee, appointed by the Chair, has at least three members, one of whom is the Director of Graduate Studies. The committee, whose members reflect the diversity of fields within the Department, oversees the selection of students for admission to the Graduate Program (after preliminary review of student files by the faculty members responsible for the proposed field of study). Ph.D. students will only be admitted with the support of the intended faculty advisor. The committee proposes nominees for Graduate School Fellowships and selects students for departmental fellowships and teaching assistantships used for recruitment.

A2. External Graduate Fellowships

The faculty member in charge of external Graduate Fellowships works with the Director of Graduate Studies and the departmental faculty to identify nominees for external fellowship applications for the following academic year. S/he collects information on external fellowships and consults with individual graduate students about their suitability for specific grants and awards. This faculty member, in concert with the student's advisor, may assist students in refining their application prior to submission. S/he is responsible for keeping the Director of Graduate Studies informed about the outcome of all fellowship nominations.

B. Undergraduate Advisors

The Director of Undergraduate Studies acts as advisor with assistance as necessary from the Graduate Assistant assigned to the position of Undergraduate Advisor. The GA meets with each student at least once each semester as required by the Department and assists the Director of Undergraduate Studies in other undergraduate matters. The GA maintains records on individual students, lifts blocks on registration, and completes paperwork on course equivalencies.

C. Curriculum Committee

The Curriculum Committee comprises the Director of Graduate Studies, the Director of Undergraduate Studies, the Scheduling Officer, and a member of the faculty appointed by the Chair of the Department (neither the Director of Graduate Studies nor the Director of Undergraduate Studies should serve as Chair of the committee). The Committee assesses and evaluates the undergraduate and graduate curricula, including General Education courses, the course numbering system, and proposals for Ph.D. examinations. The committee oversees the addition of new courses and modifications to existing ones and monitors patterns of course distribution. The committee is also responsible for submitting courses (electronically) through either VPAC or PCC for approval. This is normally done by the Director of Undergraduate Studies or the Director of Graduate Studies.

D. Scheduling Officer

The Scheduling Officer is appointed by the Chair and serves on the Curriculum Committee. In consultation with faculty members, the Scheduling Officer will prepare each semester's schedule of courses. The Scheduling Officer handles reporting related to course offerings, including submission of the ACCESS report, and also creates a five-year projection of courses.

E. Performance Evaluation Committee

The Performance Evaluation Committee advises the Chair on merit raises. Three members, one from each rank of the faculty, are elected in the spring term. Having examined the information provided (see Appendix E) for every faculty member, the individual members of the committee shall independently submit to the Chair rankings for every member of the faculty on separate Performance Evaluation Committee forms. So advised, the Chair then determines how merit pay is to be distributed. The names of the committee members are confidential until the following spring, when the members become ineligible for the next year's committee. It is expected that a committee member will not vote on her/himself. The committee's work remains confidential.

IV. Departmental Policies and Procedures

A. Appointments, Promotion and Tenure

The Appointments, Promotion and Tenure policies and procedures of the Department are written in accordance with University requirements specified in the faculty handbook (the most up-to-date version is available on the web: <http://provost.umd.edu/index.html>).

A.1. Search procedures

The faculty will meet with the Chair to define the position. A Search Committee will be constituted by two appointed and one elected members. In case of unusual circumstances the Chair will have the prerogative to appoint the third member of the committee. The Chair of the Search Committee is appointed from the committee members by the Chair of the Department. Before the search actually begins the Search Committee must receive its charge from the appropriate College/University representative, so that it conforms to EEO and University guidelines. The Search Committee will prepare a search plan, advertise the position, organize the application materials, conduct preliminary conference interviews, and report to the entire faculty.

Junior Searches

The Search Committee will discuss and rank a minimum of five candidates. In an initial meeting of the full faculty, the Search Committee will present the professional profiles of the five or so candidates, their assessment, and proposed ranking, for discussion. From the presented list, the faculty should identify the candidates (ideally three in number) to be invited to campus. The Search Committee will then contact the candidates and will schedule their visits to campus. The dossiers of the finalists will be available for confidential review by the faculty. At the conclusion of the campus visits and after consulting with students, staff, and administration, the faculty will convene on the appointment. At this meeting, the graduate student representative

will have an opportunity to address the faculty. Three letters of recommendation must be received for each candidate in serious contention for the position before the faculty can vote on the appointment. The faculty will then vote. In order to vote on the appointment, faculty members must have participated in on-campus interviews and be present at the final discussion. The faculty will make its recommendations to the Chair, who will be responsible for negotiating the contract and making an offer subject to final administrative approval.

Senior Searches

The Search Committee will discuss and rank its selected candidates. In a meeting of the full faculty, the Committee will present the professional profiles of the final candidates, their assessment, and proposed ranking, for discussion. From the presented list, the faculty should identify the candidates (ideally three in number) to be invited to campus. The Search Committee will then contact the candidates and will schedule their visits to campus. At the conclusion of the campus visits and after consulting students, staff, and administration, the faculty will convene on the appointment. At this meeting, the graduate student representative will have an opportunity to address the faculty. The faculty will then vote.

In senior searches, it will be standard procedure to request only the names of potential referees in the position advertisement. Three letters of recommendation will be requested for the desired appointee only when s/he has made the short list. This procedure is designed to protect the reputation and privacy of senior applicants as much as possible.

Once a final candidate has been selected, the APT vote (see A.2) will follow upon receipt of the three additional letters of recommendation.

A.2. Appointments

The criteria for promotion and tenure shall apply to appointments. If the appointment is to be made with tenure, the Eligible Faculty (either Full Professors, or Full and Associate Professors) will meet to discuss and vote following the guidelines for promotion and tenure.

A.3. Professional Track Faculty Appointment, Evaluation, and Promotion

At the present time (spring, 2017), the Department is formulating unit-level guidelines and policies consistent with College and University policy.

A.4. Promotion and Tenure

Each new faculty member is to be provided with a copy of the promotion and tenure policy from the Provost's office (UM Policy) and from the Department the present document. Candidates for promotion and tenure are encouraged to review the on-line Faculty Handbook for updates on University policy. Exceptional arrangements relating to appointments, and to promotion and tenure criteria are to be specified in writing at the time of appointment and with the approval of the faculty in Art History and Archaeology, the Dean, and the Provost. The faculty will be notified in writing of any changes in guidelines and procedures.

Criteria for promotion and tenure will reflect departmental aspirations to make scholarly contributions in the fields of art history and archaeology that are significant, innovative, and internationally recognized and to provide excellent teaching and mentoring of undergraduate and graduate students. Continuous activity in research and scholarship of the highest quality will be expected.

Excellence in teaching as well as an outstanding commitment to all levels of undergraduate and graduate teaching and advisement will also be expected. Service to the Department, University community, and profession will be emphasized for all faculty, including tenure-track appointees. Efforts should be made to ensure that the service obligations of tenure-track faculty should not interfere with the development of their teaching and research. (See Appendix F)

The Chair will meet annually with each tenure-track faculty member to discuss his/her progress toward tenure. Such informal assessments, including a review of the faculty member's contributions in scholarship, teaching, and service, are purely advisory and do not guarantee a favorable decision if followed. If appropriate, the Chair will send the faculty member a written summary of the discussion following the meeting.

In order to assist tenure-track faculty, the Department will conduct a third-year review in the spring semester of the third year. At this time, the faculty member will present evidence of published materials, a statement, updated CV, teaching portfolio, and a list of service positions within the Department as well as in the University, community, and profession.

Tenure-track faculty whose appointments are extended to six full years shall be formally reviewed in the sixth year for tenure. The process of collecting materials for this review will begin at the end of the fifth year. If a tenure-track faculty member in the sixth year is not granted tenure, then s/he shall be granted a one-year terminal appointment (see UM Policy). Anyone being reviewed may withdraw from the review at any time before the President's decision.

Other faculty members who would like to be considered for promotion and/or tenure should contact the Chair of the Department in a timely fashion. The Chair will convene the Promotion and Tenure Committee (the Eligible Faculty, comprising the tenured faculty in residence who are above the rank of the faculty member under review) to advise with respect to the request.

During the spring term the faculty will be given the names of those members who are to be considered for promotion and/or tenure during the following fall term. The list must include candidates for mandatory sixth-year review for tenure, candidates for non-mandatory promotion, as well as candidates for interim reviews concerning renewal of contracts. In the spring term, the Eligible Faculty will meet to select three of its members to serve as a Sub-committee (known as the APT Committee) for each candidate for promotion in our Department. The Eligible Faculty will also meet to determine External Evaluators, who will review the candidate. Both the Eligible Faculty and the Chair will propose the names and credentials of individuals to consider for

external evaluations. The full committee will then choose the Department's four external evaluators and rank two alternates by a show of hands.

The Sub-Committee (or APT Committee) will assemble all data (including letters from outside reviewers) pertaining to the candidates. They will organize this data so that it can be evaluated by the Eligible Faculty and subsequent College and University reviews. Each Sub-Committee (APT Committee) will prepare a Descriptive Report which will be made available to the candidate (see UM Policy). In order to respect the confidentiality of the outside reviewers, the Descriptive Report should not make any references to the content of the letters or to the evaluators. The Sub-Committee (APT) Chair will serve until a vote on the candidate has been taken.

The Department Chair does not vote with the Eligible Faculty in the formal APT process (see below), but s/he should be present at all meetings of the Eligible Faculty. Her/his vote is recorded separately on the official APT Transmittal Form (see below).

At the beginning of the fall term the Eligible Faculty (which includes the Sub-Committees) will convene to form recommendations on the candidates for promotion. The data, select publications, the Descriptive Report, and the candidate's Personal Statement, if any, will only be made available to the Eligible Faculty. They will meet to discuss each candidate and to vote. A quorum of the majority of the Eligible Faculty must be present.¹ Anyone who is absent from the meeting but has reviewed the completed dossier may vote by absentee ballot. An Eligible Faculty member who is not present and unable to review the dossier (e.g. on leave) is counted as absent. The Chair has a separate vote, in accordance with University policy.² In order for the selected candidate's documents to go forward to the College, a minimum of fifty percent of the committee and/or the Department Chair must vote in his/her favor. Following the vote, the Eligible Faculty (including the Sub-Committee) will elect one of its members to write the final departmental APT report. This report will state the Eligible Faculty's vote and recommendation on whether or not to grant tenure or promotion, and will explain the basis for the faculty's recommendation. Faculty members wishing to file a minority report should see the University Handbook. The committee report will be provided to the Chair for her/his information and will be forwarded to higher levels of review (see UM Policy). The vote of the Eligible Faculty will be communicated to the Chair as advisory, but not binding. The written recommendation of the Department Chair shall be forwarded as well to higher levels of review. It may be consulted in the Chair's office on request by any eligible member of the Promotion and Tenure Committee (Eligible Faculty).

¹ On a quorum, see: <http://www.rulesonline.com/rror-11.htm>

² University guidelines are available at:

<https://faculty.umd.edu/policies/documents/APTManual.pdf> (see the Transmittal Form, p. 51).

Within two weeks of completing the departmental review, the Department Chair will inform the candidate whether the recommendations for the Eligible Faculty and Chair were positive or negative. If the vote is negative, the Department Chair must inform the candidate by certified mail. The letter should state the faculty decision and the Chair's decision and summarize in general terms the reason for the denial. Faculty members should not discuss the results of the vote until the candidate has been notified by the Chair.

A.5. Grievances

Grievances and appeals shall be pursued according to the University guidelines in effect at the time.

B. Policy on Periodic Evaluation of Faculty Performance

These procedures apply to all tenured faculty members. The primary purpose of this periodic review is to assess performance in scholarship, teaching, advising and service, and to assist in professional development.

The review process shall be consistent with traditional principles of peer review, including confidentiality. Each tenured faculty member should be reviewed every five years. Separate reviews mandated for consideration for promotion in rank or for the review of the Chair may substitute for the review, and will take precedence over these procedures. Departmental processes mandated for the distribution of merit pay (see section on Performance Evaluation Committee above) and/or for contract renewal may be used as part of this review.

Optimally, one full professor and one associate professor will be reviewed each year. Each faculty member will prepare for the review (on a five-year cycle) a report that will address the following areas: research, scholarly or creative activities; teaching, advising, and other educational activities; service activities to the University, state, nation, professional community, or to other organizations. The annual Faculty Review forms may be used as the basis of this report. Each report must include an updated and signed C.V. and a five-year plan for future professional development.

Each review will be carried out by two faculty at the equivalent rank or above, elected at the first faculty meeting each year. Each committee will prepare a written appraisal for the faculty member under review. This appraisal will be transmitted to that faculty member, who will have an opportunity to respond. Faculty members choosing to exercise this option should submit the response within 14 days of receipt of the appraisal. The Chair may serve as the agent of transmission and negotiate the date of the response. Any such response shall subsequently accompany the original report at all times.

Once the Chair has received the report and the faculty member's response, s/he shall meet with that faculty member. The discussion should concentrate on the future professional development

of the faculty member. The faculty member and the Chair shall prepare together a supportive development plan with a time table for enhancing meritorious work and improving performance, as necessary.

V. APPENDICES

A. Additional duties of the Director of Graduate Studies:

- Chairs the Graduate Admissions Committee and leads the recruiting of potential graduate students and their matching with funding
- Chairs the Graduate Student Review once each semester
- Assigns students to teaching assistantships, museum fellowships, and graduate assistantships (following the advice of the faculty members at the Graduate Student Review)
- Serves on the Department's Curriculum Committee
- Conducts an annual orientation meeting for new students and ensures annual T.A. training workshops
- Monitors language exam results
- Advises the Graduate Student Association and consults with graduate students when their opinions or votes are needed in order to comply with Department, College, or University procedures
- Assists faculty advisors and their advisees in forming examination fields

B. Additional Duties of the Director of Undergraduate Studies:

- Assembles General Education-related and other materials concerning undergraduates for submission to College, University, or external review boards
- Represents the Department in recruitment and retention efforts
- Coordinates recruitment and retention initiatives within the Department and the College
- Revises, as needed, undergraduate brochures for major, departmental foci, and citations
- Revises, as needed, the undergraduate and advising sections on the departmental website
- Works with the College to review and revise the annual undergraduate catalog
- Coordinates instructional improvement grants and other applications for funding that affect the undergraduate program
- Selects undergraduate students to receive departmental and University-wide awards with advice and consent of faculty
- Completes Clearance Sheets for graduating Seniors
- Evaluates transfer credit requests and Education Abroad course equivalency requests

C. Advisor to Art History and Archaeology Graduate Student Association:

The Graduate Student Association includes all full- and part-time graduate students in good standing and actively pursuing an advanced degree in Art History and Archaeology at the University of Maryland. The Director of Graduate Studies normally serves as advisor for the association.

D. Advisor to the Undergraduate Art History Association

The undergraduate Art History Association includes all full- and part-time students in good standing who are actively pursuing an undergraduate degree in Art History and Archaeology at the University of Maryland, or who have a special interest in joining. The Director of Undergraduate Studies or another faculty member serves as faculty mentor for the association.

E. Merit (Performance Evaluation) Committee Guidelines

The members of the Merit Committee will be elected by a majority of the tenure-track and tenured faculty in a secret ballot at the March faculty meeting and will comprise faculty from all ranks. Insofar as possible, the Merit Committee's composition will also reflect the gender and ethnic/race diversity and the various scholarly interests of the Department. The Committee will be convened in the spring semester and will consist of three members. Each committee member will be appointed for a one-year term. Election to a subsequent year's term is possible only if no other faculty member of appropriate rank is available to serve.

The Merit Pay Committee shall provide merit recommendations to the Chair based on the evaluation of faculty members that give significant attention to scholarship, teaching and advisement, and service. Evaluation of each area shall be based on the following specific criteria.

Scholarship. The criteria used to evaluate scholarship and continuity of the faculty member's professional activities may be observed in published research, conference presentations, exhibitions curated, scholarly awards, etc. The publication of a book by a University Press (or a press of comparable standards) is particularly valued, as are major, peer-reviewed, born-digital publications.³ Quality as well as quantity of scholarly material presented will be taken into account in the evaluation.

Teaching and Advisement. The criteria used to evaluate teaching shall include the extent of teaching participation, the command of teaching subjects, the method of instruction, organization of course, and instructional activities. The criteria used to evaluate advisement shall include availability to students, effectiveness of advisement, and student satisfaction with advisement.

Service. The criteria used to evaluate service shall include the extent and significance of the faculty member's activities in the interests of the University, the community, and the profession.

By an agreed-upon date during March, faculty members shall submit a current copy of their curriculum vitae, an Annual Report noting scholarship, teaching and advising, and service during the preceding year (January 1 – December 31), and copies of all published work. The Merit Pay Committee will, on a timely basis, evaluate these materials.

³ See *Guidelines for the Evaluation of Digital Scholarship in Art and Architectural History* (CAA/SAH 2016) : <http://www.collegeart.org/pdf/evaluating-digital-scholarship-in-art-and-architectural-history.pdf>

The Committee will separately determine faculty members' degree of merit, assigning a score of 1 to 5 for each category. Service that is compensated by released time or extra monies should be noted on the faculty member's report and taken into consideration as such. The individual members of the committee shall independently submit to the Director of Finance and Administration rankings for each member of the faculty on separate Merit Pay Committee forms. The scores will averaged by the Director of Finance and Administration, who will give doubled weight to the category of Scholarship in determining overall merit, in order to advise the Chair. So advised, the Chair then determines how merit pay dollars are to be distributed. Up to 25% of the merit pool, as determined by the Merit Pay Committee, may be reserved for the Chair's discretionary use to address special salary problems and reward activities related to Department initiatives.

Average merit rankings received over the most recent three years of evaluation will constitute the basis for determining merit increases in any one year. In years when merit funds are not made available, faculty will provide documentary evidence of achievements and the Committee will conduct its business as a matter of record to provide rankings that the Chair will use in subsequent years when funding is made available.

After all Department salary adjustments have been approved by the College fiscal office, faculty will receive a letter from the Chair indicating their new salaries and showing the adjustments in salary due to across-the-board cost of living adjustments and to merit-based increases.

The Chair shall review the makeup of the Merit Pay Committee over the previous five years to assure that a reasonable representation of faculty diversity has been achieved, and if it has not, the Chair will take appropriate action to rectify the situation.

The Chair shall evaluate the salary structure of the Department and consult with the appropriate administrators (Dean or the Provost) to address salary compression or salary inequities that have developed in the unit.

A faculty member may choose to appeal his or her salary by meeting with or sending a letter to the Chair. The letter must specify the faculty member's basis for appealing. The Chair, the Merit Pay Committee, and one additional faculty member will review the faculty member's request and inform the faculty member of their decision.

F. Departmental Statement on Criteria and Expectations for Tenure and/or Promotion

1. Scholarship: Both peer-reviewed scholarly articles and peer-reviewed books or peer-reviewed equivalents are important indicators of productive scholarship in Art History and Archaeology. Also significant are original contributions to exhibition catalogues, chapters in books, and archaeological reports that further scholarship. Refereed studies published in major academic outlets shall be valued more than other types of article or book publications. As in most humanistic disciplines, for Art History and Archaeology, too, the sophistication and maturity required for a single-author book may make it more than the sum total of several individual articles. This Department affirms that the peer-reviewed academic book or peer-reviewed

equivalent, such as a major born-digital publication, is the best way for one to demonstrate sustained original scholarship, and to establish a scholarly reputation.⁴ A record of publication of articles, however strong, will not ordinarily be sufficient in itself to gain tenure and promotion.

2. Teaching: The Department expects of all candidates for tenure and promotion a commitment to teaching excellence and demonstrated competence in advising. Evidence of teaching achievement will be ascertained through periodic classroom observation (visitation at least twice per year, at times to be pre-arranged with the candidate, and, insofar as possible, consistent with the candidate's desires as regards schedule) and by an assessment of teaching evaluations, syllabi, and other course materials. In addition, the candidate will provide a statement of teaching philosophy and a teaching portfolio consisting of this statement and other written evidence of teaching skill.⁵ Effective mentoring of students, undergraduate and graduate, is expected. To assist the junior faculty member in advancement toward tenure and promotion, the Department shall provide mentoring by senior faculty, with a pair of senior mentors selected for each new junior appointment in the Department. These senior mentors work with the junior faculty member to provide guidance and support in accomplishing shared departmental goals for excellence as educators.

Beyond the expectations for tenure, a distinguished record of teaching is further required for promotion to Full Professor. Such a record includes performance in the undergraduate and graduate classroom as well as the demonstrated capacity to shape a graduate program and to provide superior mentoring of graduate students within the candidate's field of specialization. A teaching portfolio, like that described above for candidates for tenure and promotion to Associate Professor, is also required of candidates for promotion to Full Professor.

3. Service: Effective service to the Department, University, and profession are understood to be vital to departmental and institutional life. For promotion to Associate Professor, the candidate is expected to have begun to build a record of participation in departmental service and of competence in departmental committee assignments. Useful service to the campus, profession, or community will also weigh in the tenure decision. For promotion to Full Professor, the candidate will have demonstrated proficiency, preferably in roles of leadership (e.g., chairing committees, serving on editorial boards) in departmental, institutional, and professional service. Collegiality and mutual responsibility for departmental and institutional excellence are valued aspects of this academic community.

⁴ See *Guidelines for the Evaluation of Digital Scholarship in Art and Architectural History* (CAA/SAH 2016) : <http://www.collegeart.org/pdf/evaluating-digital-scholarship-in-art-and-architectural-history.pdf>

⁵ On Teaching Portfolios, see the University's guidelines: <https://tltc.umd.edu/portfolios>