

 PENNSYLVANIA ACADEMY OF THE FINE ARTS

FACULTY HANDBOOK

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FACULTY HANDBOOK

Introduction

The Pennsylvania Academy of the Fine Arts (PAFA) Faculty Handbook describes the duties, privileges, rights and responsibilities of the PAFA faculty, and represents a formalized publication of the policies governing the faculty and the faculty's role within the PAFA

This Faculty Handbook will be made available to all new faculty members of PAFA at the time of the signing of their respective course commitments with the School. By his/her acknowledged receipt of this Handbook, each faculty member agrees to abide by the policies and regulations set forth in this document.

The Faculty Handbook has been revised from the version approved in 2002. In the event of a conflict between the language of this handbook and the Pennsylvania Academy of the Fine Arts Employee Handbook, the terms of the Employee Handbook will govern.

I. PAFA Mission & Vision

MISSION

PAFA promotes the transformative power of art and art making.

VISION

PAFA will inspire the future of American art by creating, challenging, cultivating, and celebrating excellence in the fine arts.

CORE VALUES

- **EDUCATION**

Education in the fine arts is the center of all that we do. PAFA is committed to providing widely accessible art education and experiences to people of all ages and levels of expertise.

- **COMMUNITY**

PAFA's unique community of scholars, curators, aspiring and established artists, faculty, critics, alumni and staff delivers intense, personal experiences with art and art making.

- **TRADITIONS**

We believe that to achieve a distinctive voice, contemporary art and artists must have an active engagement and dialogue with historic fine arts traditions.

- **STEWARDSHIP**

We responsibly steward our collections and campus through preservation and scholarship for the benefit of current and future generations.

II. PAFA Handbooks

PAFA's commitment and adherence to clear and readily available handbooks ensures that there is consistency in the policies of the institution. PAFA's handbooks and policies speak to the importance of integrity and are in accordance with its various accrediting agencies, including the AICAD, NASAD, and the MSCHE.

The Employee Handbook and the Faculty Handbook outline PAFA's official employment and educational policies and define a structure for the organization.

Employee Handbook

The Office of Human Resources maintains the Employee Handbook and is responsible for ensuring that PAFA conforms to current employment regulations and ethical standards. Employee rights, benefits and procedures are outlined in the Employee Handbook. The Employee Handbook is provided to all new and existing employees of the institution. Employment issues specific to the faculty are included in the Faculty Handbook. The Employee Handbook is not a contract of employment and does not alter the at-will nature of PAFA's employees' employment. That is, PAFA employees may quit or be terminated at any time for any reason or no reason, with the exception of unlawful reasons.

Faculty Handbook

The Faculty Handbook establishes the academic standards and priorities for PAFA's faculty. The terms for faculty employment are specified in the Employee Handbook and the Faculty Handbook. The Faculty Handbook contains descriptions of academic administration programs, rights and responsibilities of faculty and academic committee structure and function. The Dean and faculty share overall responsibility for maintaining the Faculty Handbook. The Faculty Handbook is not a contract of employment and does not alter the at-will nature of PAFA's employees' employment. That is, PAFA employees, including faculty members, may quit or be terminated at any time for any reason or no reason, with the exception of unlawful reasons. The Faculty Handbook is to be considered an on-going living document so that changes may be made as needed. Significant proposals to amend the Faculty Handbook must follow the steps listed below:

1. Review by the Faculty Committee.
2. Upon completion, review by the Dean.
3. Upon approval, review by the H.R. Committee

Student Handbook

The Office of Student Services maintains the Student Handbook which is provided at orientation and is available on the website. The Student Handbook details rights and responsibilities, student evaluation, discipline, plagiarism and grievance procedures as well as specific regulations concerning student studio usage and studio safety rules. The Student Handbook is updated annually by the Dean of Students.

Website

PAFA maintains an up-to-date website for the school (www.pafa.edu) that has current course catalogs, descriptions of programs, student learning goals, School events, visiting artists and other pertinent information. The intention is to provide a high level of service and information to current and prospective students, to faculty and PAFA staff, and to display as complete a portrait as possible of the School. Information regarding the museum can be found on the museum's website (www.pafa.org).

III. Administration

A. PAFA GOVERNANCE

The governance structures and administrative activities of PAFA exist to serve the overall educational mission of the institution. One of the most distinctive aspects of PAFA is its combination of a distinguished School of Fine Arts and a Museum of American Art. The educational mission of PAFA is carried out through the Certificate and degree programs of the School, through the non-degree programs of the Office of Continuing Education and through the program of exhibitions administered by the Museum. The administrative structure of the Board of Trustees is designed to ensure the autonomy and strength of each of these two entities.

Board of Trustees

The Board of Trustees organizes itself according to its By-laws. The Board is responsible for formulating and maintaining the institution's policies, its finances, and the well-being of all of its assets, physical plants, collection, personnel, and investments. It is responsible for reviewing and approving programs submitted to it by the School Committee and the Museum Committees, and for hiring the President. It provides major support to the institution's fundraising efforts, and it is the principle resource in furthering this activity. It is the ultimate responsibility of the Board to direct strategic planning and institutional self-assessment.

School Committee

The School Committee, through the Dean of the School and the President of PAFA shall exercise general supervision over the conduct of the School and of the various departments thereof in accordance with the policies set forth by the Board of Trustees. All such policies shall be in accordance with applicable regulations and other legal requirements established by the State Board of Education of the Commonwealth of Pennsylvania with respect to the authority PAFA to grant a Bachelor of Fine Arts degree, a Master of Fine Arts degree, the Certificate, the Certificate of Graduate Studies and such other degrees as may be approved by the properly constituted legal authority.

The School Committee shall be responsible for recommending to the Board of Trustees policies regarding the following: the administration of the faculty, students and library; the preparation of the School's budget; fundraising for School programs in consultation with the Development Committee; the setting of all course, admission and curriculum requirements; Continuing Education, High School and Teacher's Education programs; and such other matters as are necessary and proper for the administration of the

School. The Committee also shall recommend to the Board the names of candidates for all certificates and degrees awarded by the School. A member of the Board of Trustees shall chair the School Committee. The membership of the School Committee may consist of both Trustees and non-Trustees who have a special interest in or expertise about the School and its programs.

Office of the President

President and CEO

The President is the Chief Executive Officer and administrative head of PAFA and, as directed by the Board and in accordance with policies established by the Board, has general managerial authority over and supervision of the operations of all departments of PAFA, all members of the faculty, all administrative officers and other employees of PAFA, and all students. The President exercises and performs such other powers, functions and duties as the Board of Trustees may direct. The President is a voting member of the Board of Trustees and an ex-officio member of each of its standing Committees.

Executive Staff

The various heads of PAFA's administrative departments comprise Senior Staff, who support the President in institutional policy and management. The various administrative departments and their administrative officers are described below:

- ***Department of Finance & Administration***

The Department of Finance and Administration is directed by the Executive VP of Finance and Administration, who serves as PAFA's Chief Financial Officer (CFO) as well as providing administration of the physical plant. The Executive VP of Finance and Administration works closely with the Deans and the budget managers to plan and allocate revenue and expenses.

- ***Department of Development***

The Executive Vice President of Development directs the Department of Development and fundraising, whose primary goal to find opportunities for PAFA to increase philanthropy through individuals (alumni, membership, annual fund, major gifts) and government grants and gifts. The Development department oversees two major PAFA fundraising events, Bacchanal and the Preview Party for the Annual Student Exhibition (ASE). The Executive VP of Development works closely with the Deans of the School and the School Committee to seek opportunities for funding for the School, most importantly scholarship funding.

- ***Department of Marketing and Communications***

The Executive Vice President for Marketing and Communications directs the Department of Marketing and Communications which supports the School in various projects, including the ASE and other school events. The Marketing Department works closely with the Admissions Department to ensure that materials and PAFA's website are kept current and accurately reflect its programs. The School Marketing Committee works with the Deans to oversee all aspects of marketing for the School. The School Communications Manager works to increase earned media, digital presence, and outreach to key constituents. The Office of Marketing and Communications represents PAFA's official and public voice for communications about PAFA.

- ***Department of Human Resources***

The Vice President of Human Resources directs the Department of Human Resources, which is responsible for PAFA's hiring efforts and compliance with local, state, and federal laws serves as PAFA's Title IX Coordinator. The VP of Human Resources oversees hiring of all employees, and works with the Dean to recruit new faculty members, on compensation issues, and to manage the annual faculty course commitments.

B. MUSEUM

The Museum is headed by the Edna S. Tuttleman Director of the Museum. The Director and the Dean of the School work closely on many of the educational activities of PAFA, and coordinate the Museum and School exhibitions programs. The Director of the Museum manages the Alumni Sales Gallery, which showcases the work of PAFA alumni, manages the retail functions at PAFA, and oversees the sale of student artwork at the ASE.

C. SCHOOL OF FINE ARTS

The School carries out the administration of its education mission through the Office of Academic Affairs, the Office of Student Affairs and the Office of Admissions and Financial Aid. The administration of the School is assisted by the various faculty committees, by other administrative departments within the institution, and is under the general authority and supervision of the President.

Office of Academic Affairs

The Office of Academic Affairs, directed by the Dean of the School, oversees the faculty, programs and academic functions of the School, including reporting relationships to various accrediting organizations, the maintenance of academic programs, the Office of Continuing Education, the Library, administrative support to the various academic departments, student learning assessment, the School budget and relationships with the School Committee, the Board of Trustees, the Museum and the other components of PAFA.

The Office of Academic Affairs is supported by the following administrative staff. All staff of the Academic Affairs office report to the Dean of the School.

- ***Director of Academic Affairs***
- ***Director of Graduate Program Services***
- ***Director of the Library and Information Services***
- ***School Exhibitions Coordinator***

Dean of the School

The Dean of the School directs the Office of Academic Affairs, and is responsible for the general development and supervision of the School, its faculty, staff, students, budget, curriculum and policies. The Dean is responsible for the hiring and retention of faculty. Faculty compensation and program expenses for the undergraduate and graduate programs are the responsibility of the Dean, and are administered through the Academic Affairs Office and the Office of Human Resources. The administration of academic programming is carried out under the direction of the Dean, the Department Chairs and the various committees of the School.

The Dean represents the School and its programs to the School Committee and to the Board of Trustees, as well as to outside agencies, including accrediting agencies and academic agencies in which PAFA holds institutional membership.

The Dean must approve all proposed curricular changes. The Dean is responsible for presenting to the School Committee any substantive change or addition to academic programs and policies, changes in the Faculty Handbook or School governance.

In concert with the Dean of Students and the Dean of Enrollment, and other members of Senior Staff, the Dean develops the annual school budget and schedule of tuition and fees. The Dean works with the President and the Deans of Enrollment and Students to set enrollment targets.

Office of Student Services

The Office of Student Services oversees all aspects of student life and well-being, including academic counseling, career services, student government, activities, housing and discipline. The Student Services staff works with the Student Learning Assessment Committee to assist in administering the programs of student learning assessment. It also works closely with faculty to maximize retention. The Office works to support students with academic and life challenges and to facilitate solutions and retention.

The Office of Student Services is supported by the following administrative staff. All administrative staff of the Office of Student Services report to the Dean of Students.

- ***Director of Student Services***
- ***Director of Career Services***
- ***Registrar***

Dean of Students

The Dean of Students administers policies concerning student affairs, retention and graduation issues and supervises staff in charge of student life issues, career services, record keeping and academic requirements for graduation. The Dean of Students oversees student housing, student well-being and student disciplinary issues. The Dean of Students is responsible for updating and maintaining the Student Handbook.

Office of Admissions& Financial Aid

The Office of Admissions and Financial Aid is responsible for recruiting students in the graduate, BFA and Certificate programs. The office hosts visits to PAFA by high schools, art magnet schools, and community colleges.

The Office of Admissions and Financial Aid is supported by the following administrative staff. All administrative staff of the Office Admissions and Financial Aid report to the Dean of Enrollment.

- ***Director of Financial Aid***
- ***Assistant Director of Admissions***
- ***Associate Director of Admissions***
- ***Admissions Coordinators***

Dean of Enrollment

The Dean of Enrollment administrates the Office of Admissions, and is responsible for student recruitment. Under the supervision of the President, and with the assistance of the Dean of the School and the Dean of Students, the Dean of Enrollment sets enrollment targets, recommends to the President the annual schedule of tuition and fees, develops marketing strategies for the School and implements policies that affect student recruitment. The Dean of Enrollment and the Admissions Staff develop and maintain an annual on- and off-campus recruitment schedule, and develops and maintains contact with prospective fine art students, their families, their teachers, and their advisors.

Office of Continuing Education

The Office of Continuing Education (CE) conducts education programs during the three semesters of a year. The curricular offerings of CE reflect the School's mission and goals. Its programs serve both the public and are available for credit to degree and certificate students at PAFA. Courses are available to all levels without portfolio review. School faculty who teach in the Continuing Education programs may also teach in the Certificate program. Adjunct faculty members are carefully selected to be practicing professional artists and teachers.

Director of Continuing Education

The Director of Continuing Education manages the Office of Continuing Education, and is responsible each semester for creating and scheduling courses, recommending faculty for hire, a course catalogue, advertising, responding to student inquiries, advising, registration and billing. The Director hires faculty to teach in CE classes, subject to approval by the Dean. The Director is served by several staff members.

IV. Academic Administration

The administration of the various degree and certificate academic programs is carried out through the Departments of Painting, Drawing, Printmaking, Sculpture, Liberal Arts and Graduate Programs. Each department is overseen by a Chair and is served by a departmental office. Faculty members are assigned to one or more departments, and work closely with the Departmental Chair to develop and implement academic programming within that department.

A. DEPARTMENT CHAIRS & ADMINISTRATIVE STAFF

Certificate/BFA Chairs

The Certificate and BFA programs are supervised by the Chairs of the various undergraduate departments. Chairs serve on the Deans Committee as well as on the Faculty Committee.

The Certificate/BFA chairs work closely with shop managers or coordinators to oversee the use of the classrooms, studios and shops that support academic programs. With the Dean and the Dean's Committee, they oversee departmental course offerings and faculty assignments. They also work with departmental managers or coordinators to facilitate the program of student learning assessment for their departments.

The Certificate and BFA chairs are appointed by and report to the Dean of the School. The Dean will select Chairs from appointed faculty whenever possible. Notification of any change in Chairperson appointed status is by letter from the Dean at least one semester prior to change. Chairs are accorded the benefits of a stipend, the use of the department office to conduct departmental business and the use of a studio on campus.

Responsibilities of Undergraduate Chairs

- Serve on the Dean's Committee.
- Serve on the Faculty Committee.
- Maintain departmental mission statements.
- Develop roster of classes each semester
- Coordinate faculty schedules based on the curricular needs.
- Work with the department assistants to supervise departmental budgets.
- Work with the departmental assistants to assure general studio and shop workability.

- Evaluate department faculty members annually, based on Faculty Self Assessments.
- Represent departmental faculty to the Faculty Committee for review of applications for appointment or promotion.
- Identify and recommend appropriate faculty teaching assignments.
- Recommend prospective faculty members to the Dean for possible employment.
- Provide advising to students at regularly scheduled hours
- Advise students and supervise departmental faculty doing academic advising.
- Meet with all new students each fall and spring semester.
- Assist the Coordinator of the ASE by meeting with majors and minors participating in the exhibition.
- Arrange for the review of students applying for individual studios.
- Make determinations on all petitions to transfer credit.
- Supervise the process of BFA students submitting a Study Plan as part of their requirements for applying for an individual studio in the fourth year.
- Work closely with departmental managers or coordinators to develop and maintain the Student Learning Assessment plan procedures.
- Manage the Departmental Review process as described in the Student Learning Assessment plan.

Chair of Graduate Programs

The Chairperson of the Graduate Programs serves as the academic supervisor of the faculty, curriculum and academic programs of the MFA, Post-Baccalaureate and Graduate Summer programs. The Chair of Graduate Programs is appointed by and reports to the Dean of the School.

The Chair of Graduate Programs works with the Director of Graduate Program Services to oversee the scheduling of faculty and visiting artists in the graduate programs, the graduate program budget, reviews and critiques, the graduate component of the ASE, the program of Student Learning Assessment and other academic functions within the Graduate Program. The Chair of Graduate Programs serves as the Chair of the Graduate Faculty Committee. As a member of the Deans Committee, the Chair of Graduate Programs oversees graduate course offerings and faculty assignments. The Chair represents the graduate programs to all internal and external constituencies, and works with staff in Admissions, Marketing and Events to promote and enhance graduate programs.

The Chair of Graduate Programs is accorded the use of the Department Office for conduct of departmental business and the use of a studio on campus.

Responsibilities of the Chair of Graduate Programs:

- As a practicing artist and educator, represents PAFA and its Graduate programs to art world and academic constituencies.
- Builds relationships with other schools, art departments and arts organizations to promote and enhance graduate programs.
- Participates in conferences and seminars, art exhibition openings and graduate student recruiting events.
- Chairs the Graduate Faculty Committee.
- Serves as a graduate faculty member and critic.
- Serves on the Chairs Committee, which also serves as the Curriculum Committee.
- Serves on the Faculty Committee.
- Supervises the Post Baccalaureate and Graduate summer programs.
- Advises Admissions, Marketing and Development on Graduate programs marketing concerns.
- Works closely with museum curators and staff to coordinate graduate programming and exhibitions with Museum programs.
- Responsible for identifying and distributing appropriate teaching assignments to faculty.
- With the Director of Graduate Program Services, reviews quality and use of studio and classroom facilities.
- Under the supervision of the Dean of the School and the Director of Graduate Program Services, reviews faculty Self Evaluations and Faculty Course Evaluations.
- In cooperation with the Student Learning Assessment Committee, leads graduate faculty in Student Learning Assessment for graduate programs.
- Under the supervision of the Dean of the School, represents Graduate Program faculty and program concerns to the School Committee.
- Works with the Museum staff and curators, and with the School Exhibitions Coordinator, to plan and implement graduate student exhibitions including those that are included in the Annual Student Exhibition.

Certificate/BFA Department Managers & Coordinators

Certificate/BFA Department managers and coordinators support the Department Chairs by providing administrative and technical support for the administration, studios and classrooms of the undergraduate studio art programs. They report to the Academic Affairs Coordinator. They manage departmental purchases, expenses and order supplies, maintain studio facilities and manage the sculpture and printmaking shops. They also are members of the Student Learning Assessment Committee, and work

with Department Chairs, School staff and students to help administrate the program of Student Learning Assessment.

- ***Coordinator of Undergraduate Program Services***

The Undergraduate Academic Services Coordinator supports the Director of Academic Affairs in the administration of the teaching and learning activities associated with the undergraduate studio and liberal arts programs. This includes, but is not limited to, supporting the administrative needs of the Chairs of Painting, Drawing, Illustration and Liberal Arts, the coordination of models and props for the department of painting, studio and classroom maintenance, workshops, academic assessment and other administrative duties.

- ***Sculpture Shop Manager***

The Sculpture Shop manager performs duties necessary to safely run the sculpture department facilities, including the wood, stone, plaster casting, metal shops and the foundry. The Sculpture Shop manager ensures that all tools and machinery are in good working order, assist students in their use, and orders supplies and equipment for shops. The Sculpture Shop Manager works with the School Exhibitions Coordinator to facilitate the ASE. As a member of the Student Learning Assessment Committee provides administrative support to the Chair of the Sculpture department in the program of student learning assessment.

- ***Print Shop Manager***

Responsible for the needs of the printmaking shop including safety, management of the budget, shop policy enforcement, cleanliness, maintenance of consumable supplies and shop equipment. The Print Shop Manager provides administrative support to the Chair of the Printmaking department; works with the School Exhibitions Coordinator to help facilitate the ASE. As a member of the Student Learning Assessment Committee, the Print Shop Manager facilitates effective assessment program and Printmaking Program Review. As a member of the Student Learning Assessment Committee, provides administrative support to the program of student learning assessment.

B. ACADEMIC COMMITTEES

Subject to the administration of the Dean and the Office of Academic Affairs, the implementation of the curriculum and academic programs is carried out through the system of faculty committees.

Chairs Committee

The Chair Committee is charged with monitoring and reviewing the School curricula, teaching assignments and academic policy related to academic and student affairs. The Deans Committee advises the Dean with internal and curriculum policy planning. They also advise the Dean of Students with student affairs issues.

The Dean of the School appoints members to this committee, and is the committee chairperson. The Chairs Committee is comprised of department chairpersons, the Dean of Students, the Director of the Library and Information Services, the Director of Continuing Education and other School staff to be determined by the Dean.

The Chairs Committee evaluates changes to curricula and academic policy, and recommends these changes, as appropriate, either to the Dean for final approval or to the Faculty Committee for further discussion and evaluation. All proposals for curriculum changes or modification must first be reviewed by the Chairs Committee. Suggestions for changes may originate in the Registrar's Office, the Deans, Department Chairs, the Graduate Chair, the Chairs Committee, the Faculty Committee or from faculty members.

Minor changes or modification to curriculum may be reviewed by the Chairs Committee for recommendation to the Dean, who makes the final approval. In general, minor changes in curriculum such as the approval of a change in course rotation, a new course or the alteration of a course description are those which affect primarily departmental curriculum or improve efficiency or administration without a substantial affect upon the curriculum as a whole. If a proposal is deemed sufficiently significant, it is sent to the Faculty Committee for further discussion and recommendation to the Dean. The Faculty Committee is to be informed of all changes in curriculum that are recommended by the Chairs Committee and the Dean.

The Dean's Committee advises the Dean on these issues:

- Recommendation of new courses or rewording of existing course descriptions
- Changing of course sequences or rotations
- Coordination between departments about the scheduling of classes.
- Development and implementation of student learning assessment procedures
- Changes in departmental requirements for graduation
- Evaluation of academic programs
- Evaluation of faculty members
- Review and modification of routine administrative tasks in the School's programs, teaching, facilities and exhibitions.

Graduate Faculty Committee

The Graduate Faculty Committee supports the Chair of Graduate Programs by offering advice and evaluations on the academic components of the Masters of Fine Arts and Post Baccalaureate programs. Members of the Graduate Faculty Committee are chosen from the MFA and Post-Baccalaureate faculty and are selected by the Chair of Graduate Programs. The Chair of Graduate Programs is the Chair of the Graduate Faculty Committee.

The Graduate Faculty Committee meets with the Chair of Graduate Programs to review student evaluations and discuss policies of the Graduate program. The Chair of Graduate Programs must bring any proposals for significant modifications or alterations in Graduate programs or curriculum to the attention of the Dean's Committee. The Dean makes the final determination on all changes or modifications in graduate curriculum.

The Graduate Faculty Committee functions as an advisory committee to the Chair of Graduate Programs in such matters as:

- Discussion of and planning for all aspects of the MFA and Post-Baccalaureate programs.
- MFA and Post-Baccalaureate academic concerns.
- MFA and Post-Baccalaureate studio assignments.
- MFA and Post-Baccalaureate student evaluations.

Faculty Committee

The Faculty Committee serves as an independent and representative advisory body of the faculty to the Dean, to PAFA administration and to the School Committee. The Faculty Committee provides a conduit of faculty advice and opinion to the Dean and School staff on academic and curricular issues.

The Committee is comprised of the department chairpersons and four elected appointed faculty members, and at least two adjunct faculty members elected by the adjunct faculty to include representatives of the graduate and the undergraduate adjunct faculty. All members are voting members and may serve in any capacity on the Faculty Committee.

Confidentiality and Committee Integrity

It is the responsibility of Faculty Committee members to permit and encourage discussion of academic and curricular concerns. This is accomplished when there is mutual trust and respect among the respective Committee members, and a commitment to the maintenance of confidentiality regarding all Committee discussions.

Voting Procedure for Full Faculty meetings

A quorum consisting of the majority of the voting members of the Faculty Committee needs to be present for the transaction of all Committee business. If a quorum is not present, the Chairperson, or any Committee member, may adjourn the meeting. For a vote to be valid, a quorum of faculty must be present at a full faculty meeting, and a 2/3 majority of votes will carry the motion. For the purposes of voting by absent voting members when a quorum is otherwise present, voting by proxy or conference call is permitted. Voting should be private.

Duties of the Faculty Committee

The Faculty Committee represents the opinion of the faculty on issues related to academic affairs and curriculum to the full faculty, the Dean and to the administration. The Committee is a forum for faculty discussions and comment on academic or curriculum issues and on proposed changes to School academic policy. The Faculty Committee advises the faculty on academic or curricular affairs that may be under consideration by the School Administration.

The Faculty Committee may make documented written recommendations to the Dean on curricular issues and academic programs. The Dean and other members of the administration may be invited to the meetings.

The Faculty Committee works with the Dean to ensure compliance with the policies and procedures set forth in the Faculty Handbook. The Faculty Committee addresses student petitions and will recommend action, when appropriate, to the School administration.

Curriculum Review

The Faculty Committee plays an important role in the review of School curriculum. The Dean's Committee brings proposals for significant changes in curriculum to the Faculty Committee for discussion and recommendation. In general, significant changes are those which make a substantial change in the structure of the School curricular or educational programs. Examples of significant changes might be proposals for new majors or degree programs or significant alterations in graduation requirements.

After an evaluation from the Dean's Committee and the Faculty Committee, significant proposals for changing or adding to School academic or curricular policies or programs may be presented to the full faculty for discussion and a vote of recommendation to the Dean. Votes of recommendation by the Faculty Committee or the full faculty represent a consensus of opinion, but are not binding upon the Dean of the School. The Dean of the School has final approval of all changes in School academic and faculty policies.

Faculty and Student Petitions

The Faculty Committee will consider faculty and student complaints or concerns with academic or curricular issues when presented in writing. Complaints or concerns related to issues of faculty employment are not the purview of the Faculty Committee.

Appointment and Promotions

The Faculty Committee plays a pivotal role in recommending faculty for appointment and promotion. The Faculty Committee reviews applications for promotion or appointment that have been reviewed and presented by the Department Chairs, and then makes a recommendation to the Dean. The procedures for faculty review are described in the section on Faculty. The recommendations of the Committee are not binding upon the Dean.

Sabbaticals

The Faculty Committee reviews all applications for faculty sabbaticals, and makes a recommendation to the Dean who makes the final determination.

Student Petitions for Exceptions to School Regulations

The Faculty Committee will evaluate and make final decisions on the validity of individual student petitions that request exceptions to School regulations. All such petitions must be in writing and presented to the Committee by the Office of Student Services. Each such petition must be accompanied by a statement of all relevant information.

Report to Faculty

The Faculty Committee will present a report to the faculty at a full faculty meeting held each year during the Spring semester. All issues requiring full faculty vote must be presented for discussion at this time. Prior to this meeting, all pertinent information on any issue requiring full faculty vote must be sent to the faculty for review.

Duties of the Officers of the Faculty Committee

Chairperson

The Faculty Committee elects a member to serve as Chair for a term of up to two years with the option of serving for a third year if approved by the Chairperson and the Committee. The Faculty Committee Chair conducts all Committee meetings. The responsibilities of the Chairperson include the following:

- Schedules all meetings and sets meeting agendas.
- Ensures that an open forum is always available for presentation and discussion of regarding academic and curricular issues.
- Ensures that the Faculty Handbook be present at each meeting and that proper procedures are followed.
- Presents issues and initiatives for discussion and initiates discussions on topical issues.
- Ensures that all correspondence from the Faculty Committee is recorded and that Faculty Committee decisions are documented,
- Ensures that any memoranda and/or letters are communicated to the appropriate persons and that Committee members are provided copies.
- Coordinates communications between the Faculty Committee, the Dean of the School, the Dean of Students and the Dean of Enrollment.
- Performs all other duties that are required and incumbent upon a Committee Chairperson.
- The Chairperson will call a minimum of one Full Faculty meeting a year.

Faculty Committee Representative to the Board of Trustees

A Faculty Committee representative is elected by and from the Faculty Committee to represent the views of the faculty on academic and curricular issues to the Board of Trustees. The representative will be present at all meetings of the Board of Trustees. This Faculty Representative has no voting rights at any Board meeting. All business relating to the Faculty Committee is discussed with the Dean before presentation to the Board. When appropriate, Faculty Committee business may be included in the Dean's report to the Board. The Faculty Representative may also present reports to the Faculty Committee on matters that pertain to the School.

Representative to the School Committee

The Faculty Committee representative represents the faculty to the School Committee and is present at all meetings of the School Committee. The Faculty Representative participates and has the right to vote at School Committee meetings. All business relating to the Faculty Committee shall be discussed with the Dean and, when appropriate, shall be reported to the School Committee by the Faculty Committee Representative. It is the responsibility of the Faculty Representative to present a report to the Faculty Committee about School Committee meetings, and to present the minutes from the School Committee meetings. It is the responsibility of the representative to also present the minutes of the Faculty Committee to members of the School Committee.

Recorder

The responsibility of the Recorder is to keep minutes of all Faculty Committee meetings. The Recorder and the Chairperson are responsible for keeping all Faculty Committee files current and distributing them to the full faculty. A Faculty Committee file shall be maintained in the Academic Affairs office, and will be maintained by the Academic Affairs Coordinator. This file contains Committee minutes, proposals, reports and correspondence.

Procedures for Elections to the Faculty Committee

Department Chairpersons and the Chair of Graduate Programs are appointed to the Committee for as long as they head their respective departments. This will ensure continuity and balanced departmental representation on the Committee.

The six other Faculty Committee members are elected by the Faculty; four by Appointed Faculty and two by Adjunct Faculty (one from the Certificate/Undergraduate faculty; one from the Graduate Faculty). The members serve for two consecutive years, thereby creating a rotation among elected Committee

members following the Spring elections. The Committee Chairperson has the option of serving for a third year if the Chairperson and the Committee believe it will serve the best interests of the Committee.

Appointed faculty representatives will be elected at the Travel Scholarship luncheon meeting. Nominations shall be received from the floor for the vacant Faculty Committee positions. Those nominations receiving the highest number of votes are appointed to the Committee with the first runner-up being held as an alternate. The selection of the new members of the Faculty Committee is made by written ballot. Ballot slips will be distributed, collected and tallied by the current Chairperson of the Faculty Committee.

The one or more adjunct representatives (one or more from the Certificate/Undergraduate Faculty; one or more from the Graduate Faculty) will be elected by ballot to a two-year term as representative to the Faculty Committee. Only adjunct faculty members will be allowed to vote and the vote will be conducted in August/September of every other year.

Elections of Committee Officers are conducted by the Faculty Committee at its first meeting of the School year. The Faculty Committee is empowered to elect a faculty member to this Committee in the event of illness, or resignation, of any of its members. The voting process will entail the following:

- A paper ballot generated by the current Adjunct Faculty Representative will be issued to all Adjunct Faculty at the time Fall course commitments are offered.
- All Adjunct Faculty members are considered eligible and names will be listed alphabetically on ballot.
- Ballots are submitted to the Coordinator of Academic Affairs and the Adjunct Faculty Representative for counting.
- The highest number of votes determines the Representatives to the Faculty Committee. The second highest vote is an alternate. A record of the four highest votes is kept until the selected representatives are contacted and have agreed to serve.

Amendments and Changes

Amendments and changes to Faculty Committee guidelines must be approved by a 3/5 majority of the Faculty Committee, a 3/5 majority of the Appointed Faculty, and by the Dean.

Student Learning Assessment Committee

The Student Learning Assessment Committee serves to develop and maintain the student learning assessment process, as described in the Student Learning Assessment Plan. The Committee is comprised of faculty and staff members who are experienced with portfolio grading, critiques and other evaluation procedures currently in place to assess student learning.

The task of the Committee is to devise and maintain an effective and ongoing process of student learning assessment that systematically gathers, organizes and evaluates evidence of student learning, and creates ways of making this information useful to the Chairs Committee, the Faculty Committee, and Full Faculty, and to individual programs undergoing the process of Program Review.

Membership in the Student Learning Assessment Committee consists of the Chair of the Student Learning Assessment Committee, the Academic Affairs Coordinator, the Director of Graduate Program Services; the Painting Department Coordinator; the Print Shop Manager; the Sculpture Shop Manager; and a number of faculty representatives. The Dean appoints the members of the Committee, after consultation with the Committee Chair.

Enrollment Management Committee

The Dean of Enrollment directs the Enrollment Management Committee. The committee advises the Dean on established and new curricular offerings that attract new students. It partners with the School Marketing Committee to establish and implement the School/Museum Marketing Plan. It works with the Deans Committee to ensure effective use of faculty in the Admissions process.

The functions of the committee are to:

- Assess PAFA's efforts to enroll and retain the strongest students of art.
- Identify who these students are and what methods work best to attract them.
- Analyze past recruitment trends and plan for future events/efforts.
- Ensure that these students are a "right fit" for PAFA.
- Establish what services can support students' success.

Admissions Committee

The Admissions Committee is composed of several faculty members, Admissions staff and the Dean of Enrollment. Committee members are appointed by the Dean of Enrollment and serve to evaluate the

portfolios of prospective students in the undergraduate programs. There is also a review committee for Graduate Admissions, composed of staff from the Admissions Office and faculty members of the Graduate programs. The purpose of the Graduate Admissions Review Committee is to evaluate applications to the Graduate programs.

Library Committee

The Library Committee serves in an advisory capacity to the Dean and to the Director of Library and Information Services. Its purpose is to develop the Library in order to meet the needs of faculty, students, researchers and other related groups. The Dean appoints committee Members.

Fulbright Committee

The Fulbright Committee advises reviews and recommends candidates and their respective proposals for Fulbright Scholarships. Members of the Fulbright Committee are selected by the Dean of Students.

Cast Committee

The Cast Committee is comprised of faculty members that oversee the restoration, care, maintenance and usage of the School's extensive Cast Collection. The Cast Collection is to be considered a vital curricular resource for the instructional programs of the School. The Cast Committee is chaired by the School Exhibitions Coordinator. Members of the Cast Committee are selected by the Dean of the School.

School Exhibitions Committee

The School Exhibitions Committee provides faculty involvement and oversight of the exhibitions programming of the School Gallery, the Gallery 128 Student gallery, the Annual Student Exhibitions (ASE) and informal displays of faculty and student artwork throughout the institution. The School Exhibitions Committee is comprised of faculty members and a representative of the Museum, This committee is chaired by the Coordinator of School Exhibitions. The Coordinator of School Exhibitions recommends Committee members to the Dean of the School for Committee membership. A faculty member who is a member of the Exhibitions Committee serves as the ASE Coordinator and reports to the Coordinator of School Exhibitions. A faculty member who is a member of the Exhibitions Committee also serves to oversee the 128 Gallery, and also reports to the School Exhibitions Coordinator.

Administrative Council

The Administrative Council meets throughout the academic year to deal with student policy and judicial issues. It will be composed of faculty and staff, with student representation when appropriate. The Council will handle only those cases that fall outside the realm of routine business or minor infractions, which will be handled by the appropriate administrator.

The committee is chaired by the Dean of Students, and is comprised of faculty members, a student representation (when appropriate), and additional administrators/faculty, depending on particular topics/issues being considered. Examples of cases handled by the Administrative Council includes the following:

- Petitions for exceptions to rules, extension of deadlines or other actions requiring permission of the Council.
- Requests to alter studio spaces,
- The use of school property for purposes of critiques,
- The return to PAFA after a period of withdrawal,
- Maintaining an enrolled status despite an unsatisfactory record,
- The extension of deadlines for incompletes, ASE installation or similar academic issues.

The Administrative Council may also review of any out-of-the-ordinary deficient student academic records at the end of each term, with actions discussed and taken as necessary. The Student Affairs office will routinely inform students of F's and I's on transcripts, with instructions/policies for correction. The Administrative Council may also take disciplinary action in response to infractions of behavioral standards. All reports of harassment or discrimination must be reported to PAFA's Title IX Coordinator, which is the Vice President of Human Resources.

Ad Hoc Committees

In addition to the standing committees mentioned above there are also various working groups formed throughout the academic year to work with the committees on various projects. Ad Hoc committees of faculty are normally convened by the Dean of the School for specific purposes or tasks.

Student Committees

There are three student groups that represent student concerns to the administration:

- The *Undergraduate Student Committee* composed of Certificate and BFA students
- The *Graduate Student Committee* composed of Post-Baccalaureate and MFA students
- The *Student Council* composed of representatives from each of the four programs

The Office of Student Services hires approximately eight Student Leaders each year to serve as floor studio monitors in support of the Student Services team. Students also participate in the orientation of new students. The *Student Visiting Artist Committee* is overseen by the Director of Graduate Programs, and is responsible for soliciting over a dozen visiting artists to campus each year.

V. Academic Programs

A. ACCREDITATION

The School of the Pennsylvania Academy of the Fine Arts is accredited by the National Association of Schools of Art and Design (NASAD), the Middle States Commission on Higher Education (MSCHE), and the State Department of Education of the Commonwealth of Pennsylvania to confer the Certificate, the Post-Baccalaureate Certificate, the Master of Fine Arts degree, and the Bachelor of Fine Arts degree. PAFA is a member of the Association of Independent Colleges of Art and Design (AICAD).

B. MISSION & GOALS FOR SCHOOL PROGRAMS

The School programs and Museum educational programs address the goals articulated in PAFA's overall Mission and Vision Statements. The PAFA School of Art has defined a number of specific learning goals and outcomes that are specified in its Strategic Plan and in the Student Learning Assessment Plan. The Departmental and Program learning goals articulated in the Student Learning Assessment Plan clarify the complementary relationships between the educational programs of the School.

C. DEGREE & CERTIFICATE PROGRAMS

Certificate Program

The Certificate is PAFA's most historic and influential program and directs the ethos and identity of the School. The Certificate is a four-year, 120-credit studio art program offering majors in drawing, painting, printmaking and sculpture. The Certificate program provides the pedagogical "tone" for all the programs, with its balanced emphasis on traditional training, the core studio arts, and a mentoring relationship. While PAFA is strongly discipline-based, there are many "cross-over" artists who use mixed media and mixed discipline approaches. At the core of this program are required courses in the fundamentals of art for beginning students and independent studio for advanced students. Majors are declared at the beginning of the second year, and they share a common first year, 30-credit foundational series of courses which reflect introductory experiences in the four programs. The work of the final years is guided independent studio work for advanced students under the mentorship of resident faculty artist-critics.

Students in the Certificate and BFA programs gain functional competence with visual organization in two- and three-dimensional art forms and color theory, and they achieve outstanding abilities in drawing. The requirements of the individual majors foster artwork in specific disciplines that displays perceptual acuity,

conceptual understanding and outstanding technical proficiency. Students are also given a general working knowledge of art history, and a specific introduction to the individual histories of their disciplines. Professional skills, such as résumé preparation, digital imaging, verbal and written statements, statements of intent and formal presentations are taught in the Thesis Seminar class. Independent studio is expected by the second year, and is assumed in the third and fourth years under the faculty critic system. The capstone experience is provided by the participation in the ASE.

Bachelor of Fine Arts in Studio Art Degree (BFA)

The Bachelor of Fine Arts in Studio Art (BFA) degree is comprised of elements of PAFA's successful and long established Certificate program in combination with a substantial liberal arts component. The program requires the completion of 126 credits, of which 86 credits are comprised of studio art studies and 42 credits are comprised of liberal arts studies. The liberal arts studies may be completed at PAFA or through approved transfer credits. Students in the BFA program complete a major in Fine Arts, with a concentration in Painting, Drawing, Printmaking or Sculpture.

The goals for the BFA combine both those for liberal arts studies and studio art studies. The goal of a program of General Education is to foster the ability to formulate an intellectual and historical context for aesthetic ideals and expression that is provided by a general intellectual knowledge. Fundamental to that is the ability to express ideas through verbal and written means, as well as through the visual arts. This combination of studies adds diversity and intellectual strength to PAFA's studio art focus by providing an important intellectual foundation as well as an extension of the student-artist's art-making skills and professional expertise.

The culminating or capstone experience of the BFA is participation in the ASE, completion of a two semester sequence of Thesis Seminar, and the creation of a Graduation Portfolio, consisting of an artist's statement, documentation of the student's studio art and a writing sample. Upon completion of the requirements for the BFA, students are proficient in oral and written communication, scientific and quantitative reasoning, and technological competency appropriate to the discipline. These proficiencies are demonstrated in the BFA program by the successful completion of Thesis Seminar, which has an artist's statement and an oral thesis defense component. The Graduation Portfolio, required of BFA students, is to incorporate an artist's statement that demonstrates oral and written proficiency.

General Education Program

The BFA program incorporates studio art and art history with a carefully designed General Education curriculum that is organized around a set of distribution requirements. The goals of the General Education requirement are itemized in the Student Learning Assessment Plan.

The program of General Education is overseen by the Department of Liberal Arts. The program in General Education includes 42 credits of liberal arts coursework in four distribution areas. Distribution requirements for liberal arts studies are designated as Art History and Criticism, Language and Literature, History and Culture, and Science and Quantitative Thinking. The distribution requirement of 42 credits is arranged as 15 required credits in Art History and Criticism, 12 credits in the category of Language and Literature, 9 credits in the category of History and Culture, and 6 credits in the category of Science and Quantitative Thinking. The distribution requirement in liberal arts studies may be satisfied within a liberal arts curriculum at PAFA, or by transfer credits.

Coordinated Bachelor of Fine Arts with the University of Pennsylvania

Certificate students may obtain a BFA degree in coordination with UPenn. PAFA and UPenn cooperatively offer an educational combination of studio art training and UPenn liberal studies. Students admitted to the Certificate program may apply for this program through the Office of the Dean of Students Services to the University of Pennsylvania. Graduates or qualified students currently attending PAFA apply to the College of Liberal and Professional Studies (LCS) at UPenn. After completion of 16 liberal arts courses at LCS and completion of a minimum of 90 credits in the PAFA Certificate program, students receive a BFA degree from UPenn.

Post-Baccalaureate Certificate of Graduate Studies Program

The Post-Baccalaureate Certificate of Graduate Studies program is a one-year, 30-credit non-degree course of study involving independent studio work, graduate level class work and critiques from graduate faculty. It is intended for new and emerging artists with an undergraduate degree and substantial studio experience who may need an additional year of studio work in a rigorous, supportive community environment in order to develop a strong and competitive body of work, to prepare for application to an MFA program, or to change artistic direction or media. The program has an assigned faculty of artist-critics, and students may enroll in graduate level studio classes or seminars in critical readings.

Masters of Fine Arts in Studio Art Degree Program (MFA)

The Masters of Fine Arts in Studio Art (MFA) program is a two-year, 60-credit course of study in studio art. The objective of the MFA program is to provide advanced study in the visual arts to students with substantial previous experience in studio art practice. This is accomplished by providing daily interaction with an outstanding faculty of both resident and visiting artists, regular private and group critiques, seminars in critical readings, exposure to an outstanding visiting artist program and participation in graduate level drawing and painting classes reflecting PAFA's emphasis on drawing and art-making skills. The principal goal of the MFA program is to prepare students to live their lives as fine artists. Students devote most of their working time to the development of their artwork, themselves, and accompanying research. All students are provided a private studio in the Hamilton Building and have access to the Museum with its renowned collection of historic and contemporary American art to see works not on public display.

Low Residency Masters of Fine Arts Art Degree Program (Low Res MFA)

The Low-Residency MFA Program is for students who desire the community, support and rigor of a traditional MFA, but are seeking a more flexible structure to fit their lives and schedules. The Low-Residency program focuses on independent studio work and is interdisciplinary in nature, welcoming a wide range of approaches to art making. The curriculum is focused to help develop work materially and conceptually, giving weight to both ideas and to how things are made. Students engage deeply and critically with making their work while thinking about their practice in relation to contemporary and historical art and ideas.

The Low-Residency consists of both on-site and off-site learning. The core of the program is three summer terms completed on the PAFA campus. For these intensive, eight-week sessions, students have their own private studio and are engaged in independent work. Individual studio research is complemented by seminar courses, regular visits with faculty, group critiques, and an outstanding roster of visiting artists. During the fall and spring terms, students are off-site, and supported by a vital online community with virtual studios, critic meetings and courses in art history, contemporary art, theory, writing and professional practices. The online component of the program ensures that students are always connected to their community of peers and faculty, and receive continual feedback and support for their work.

D. STUDENT LEARNING ASSESSMENT PLAN

School Learning Outcomes

The PAFA School of Art has defined Eight Principal Learning Goals for students in all programs, as well as program-specific learning goals for its Certificate, BFA, MFA and Post-Baccalaureate certificate programs. Each program has specific learning outcome goals for majors or concentrators in that program. These additional goals are congruent with PAFA's overall learning goals. Course syllabi should specify course learning goals and outcomes that are clearly related to departmental and programmatic goals. These, in turn, should be linked to the Eight Learning Goals for all students.

Student Learning Assessment Plan

The Student Learning Assessment Plan is intended as an active planning document and guide to an ongoing process of student learning assessment. The Plan sets specific learning goals and outcomes for PAFA as a whole, and for individual programs. It defines how departmental goals inform sets of learning objectives that can be documented and measured. It is to be used by the Student Learning Assessment Committee, by departments and programs undergoing Program Review, and by faculty implementing the process of student learning assessment.

The Student Learning Assessment Plan defines an assessment process that uses systematic, sustained and thorough use of multiple qualitative and quantitative measures of student learning that maximizes the use of existing data and information to provide evidence from assessment results which demonstrates that students are achieving institutional and program learning outcomes.

The School has numerous ways to assess student learning. These include critiques of artworks, studio critiques, prize judging, the grading of artist statements, collection of samples of student artworks and research papers graded for various academic classes. The Student Learning Plan lists procedures for gathering and documenting these various forms of evidence so that they can be used in a systematic way to evaluate student learning in light of specific learning goals set by the School, and to make improvements based on the results.

The Student Learning Assessment Plan and the Committee for Student Learning Assessment should provide those programs undergoing Program Review with numerical data for use in evaluating their courses against stated program goals.

Eight Learning Goals for all Students

The basis for the Student Learning Assessment Plan is a set of Eight Learning Goals that are common to the Certificate, BFA, MFA and Post-baccalaureate programs. By the conclusion of their course of study, and as they progress through their programs, all students should demonstrate a certain level of mastery of the skills and abilities represented by the goals. The evidence of having achieved the goal is determined by expert evaluation of actual artworks, artist's statements or written works.

The Eight Learning Goals guide the specific learning goals of academic programs and of individual courses. Course goals should be in agreement with department goals and department goals should reflect the Eight Learning Goals. Individual programs and courses need not meet all eight goals. However, course and department goals should not be in contradiction to the Eight Learning Goals.

These goals are general and become more specific when defined within a major. It is recognized that program goals will accomplish the same Eight Learning Goals in different ways according to the different programs involved. Hence, the specific program goals maybe different but accomplish the same overall objectives of the eight learning goals. The Eight Learning Goals and the student learning assessment process are published on the website.

1. ARTMAKING SKILLS: Proficiency with art making technical skills
 - We want students in all of our programs to have a demonstrated proficiency in a number of studio media and to have an advanced level of proficiency in at least one medium or form of art expression.
 - In practice, this would mean that our students should demonstrate a general knowledge of studio art media craftsmanship and studio art making skills, and an advanced level of technical knowledge and art-making skills in at least one medium or artform

2. CORE DISCIPLINES: Knowledge and experience of the core disciplines of the studio fine arts drawing, painting, printmaking and sculpture.
 - We want students in all of our programs to have some familiarity with drawing, painting, sculpture and printmaking.
 - In practice, this would mean demonstrating some experience or knowledge of drawing, painting, printmaking and sculpture, although this need not require the completion of specific courses or artwork.

3. AREA OF FOCUS: The ability to produce a body of art works in a specific discipline that displays perceptual acuity, conceptual understanding and technical proficiency
 - We want students in all of our programs to be able to demonstrate technical, aesthetic and imaginative mastery of at least one chosen artform or art discipline.
 - In practice, this would mean the completion of work within a degree or major program, and the creation of a body of artworks in a specific artform that is aesthetically sophisticated, well-crafted and expressive of a personal style or point of view.

4. PROFESSIONAL SKILLS: The ability to function independently as professional artists
 - We want students in all of our programs to work at a professional level and to have the professional skills necessary to function independently as artists.
 - In practice, this would mean the ability to mount an exhibition of professional quality work, the demonstration of basic skills in self-promotion, and knowledge of the gallery and professional art world.

5. PERSONAL SELF- EXPRESSION: The ability to articulate aesthetic ideas in a variety of artistic, written and verbal methods
 - We want students in all programs to be able to express their artistic ideas and aspirations through verbal and written methods as well as through visual art.
 - In practice, this would mean our students should be able to speak and write effectively about their ideas in critiques, classes and in discussions about art.

6. CRITICAL CONTEXT:A breadth of intellectual knowledge that will allow the formulation of an aesthetic and cultural context for artwork
 - We want our students to have an intellectually sophisticated awareness of art that is informed by many areas of knowledge.
 - In practice, this would mean to have the ability to think broadly and intelligently about art and art making, and to relate art knowledge to other areas of knowledge.

7. ART HISTORY:A general knowledge of art history and a more specific knowledge of the history and methodology of a chosen art discipline
 - We want our students to have a general knowledge of art history, and a more specific knowledge of the art of their chosen studio art discipline.
 - In practice, we want our students to demonstrate a general knowledge of historic and contemporary art and a more detailed knowledge of the art and artists important within

their own artform or art discipline.

8. **ARTIST'S STATEMENT:** An ability to formulate and articulate a personal philosophy and aspiration for making art
 - We want our students to be able to articulate their personal goals and intentions for making art.
 - In practice, we want our students to be able to create an effective and informed artist's statement, and to be able to talk and write effectively about their artwork.

E. STUDENT EXHIBITIONS

Annual Student Exhibition (ASE)

The most important event in the academic year is the ASE, held each May in the PAFA galleries. The ASE is an opportunity for Certificate students in their third and fourth years, BFA students in their fourth year and graduating MFA students to exhibit a body of work. The ASE is an opportunity for students to become familiar with planning, framing, pricing, publicizing and exhibiting their work, to collaborate with Museum professionals and to present both themselves and their work to the public. It is also highly competitive, and an important assessment tool for the faculty to acknowledge outstanding work in a variety of categories.

Appointed faculty members have specific duties associated with the awarding of prizes, including the travel awards. The ASE is an important component of the Student Learning Assessment program.

The ASE is overseen by the Coordinator of School Exhibitions. A faculty member is selected by the Dean to serve as the Coordinator of the ASE, and this individual reports to the Coordinator of School Exhibitions. Both of these individuals are members of the School Exhibitions Committee.

School Gallery

The School Gallery within the Museum in the Hamilton Building is devoted to PAFA's faculty and alumni. Its purpose is to mount exhibitions that exemplify PAFA's teaching mission and educational programs. A School Exhibitions Committee and a Coordinator of School Exhibitions, who is a member of the School Staff, administer the School Gallery programming. The School Exhibitions Committee is comprised of faculty members and a representative of the Museum, and is chaired by the Coordinator of School Exhibitions.

Gallery 128

Gallery 128 is the student gallery located on the lower level of the Hamilton Building. It is overseen by a faculty member who reports to the Coordinator of School Exhibitions. It features a yearly schedule of rotating exhibitions of student work from the BFA, Certificate, Graduate, and CE programs, as well as from alumni and faculty. Student staff facilitates the space and exhibitions under a faculty mentor.

F. ADDITIONAL EDUCATIONAL RESOURCES

Other educational resources include the Library, the Museum, writing workshops, Museum programs, learning assessment and digital literacy workshops. They also include remedial studies such as the Writing Tutors Program.

Arcadia Fine Arts Library

The Arcadia Fine Arts Library serves students, staff, faculty, and alumni, and provides broad-based coverage of the history, theory, criticism and making of fine art, with special emphasis on the work of individual artists in the areas of drawing, painting, printmaking and sculpture. The Library also acts as a depository of graduate theses, the final academic project required for graduation from the MFA program as well as serving as the repository of the BFA Graduation Portfolios. For the Museum, the Library serves as a research facility for docents, curatorial staff and the Education Department.

The Museum

PAFA's Museum is a curricular resource, and its exhibition programs play a powerful role in the students' daily instruction; the permanent and special exhibitions; special behind-the-scenes access to vaults as part of actual classes and by student appointment; the ambience of walking through a museum on daily basis and seeing lineage of American art. The Museum offers no formal credit or non-credit courses, but does administer a number of public arts programs and provides various curricular aspects to the School's programs.

The role of the Museum in the School learning experiences include participation in art openings, visiting critics or museum professionals and participation in mounting exhibitions in the Museum. Museum curators offer lectures to the public and to PAFA's students. The *Art at Lunch* program is administered by the Museum Office of Public Education and offers artist talks with frequent participation by faculty or students.

The Museum offers students the experience of having their work displayed in a major museum. Work-study opportunities and internships with Museum curators help students navigate the professional world. In addition, works by PAFA alumni, faculty and students are collected by the Museum.

G. VISITING ARTISTS PROGRAMS

There are several visiting artists programs that provide extra-curricular educational experiences. There are two Visiting Artists Programs administered by the School. Visiting artists and critics offer noncredit workshops that focus on particular issues or skills.

Student Visiting Artist Program

The Student Visiting Artist program brings emerging and mid-career artists to campus for talks and critiques. The program is administered by three to five students who are elected by committee members to serve on the Student Visiting Artist Committee. The program is under the overall supervision of the Director of Graduate Program Services. The student Committee members solicit student and faculty recommendations for visiting artists. The schedule of visiting artists is featured on the website.

Workshops

There is a program of workshops with distinguished visiting artists. These workshops are open on a non-credit basis to all students in the graduate and undergraduate programs.

Chairs' Visiting Artist Program

The BFA/Certificate visiting artist program is administered by the Dean's Committee, and brings in visiting artists and educators to PAFA to present critiques, talks and workshops. Individual departments may elect to bring experts to present specific skills or information that enhances existing curriculum and programming.

Art at Lunch Program

The Museum hosts an Art at Lunch program that brings distinguished artists, critics and lecturers to PAFA. The Museum may also bring distinguished artists to campus as part of its program of contemporary art exhibitions. The Art-at-Lunch series of talks on American art and culture brings discussions and lectures with scholars and artists covering a variety of topics related to PAFA's exhibitions, collections, and areas of interest. These talks are open to both the public and to students.

Graduate Assistantship Program

Graduate Assistantships offer the opportunity to get experience in academic support in the classroom under the supervision of Certificate and Graduate faculty. Graduate Assistantship openings require the completion of the Graduate Assistantship Program Student Application and an interview with the supervising faculty member. Graduate Assistantships involve written evaluations of the student performance by the supervising faculty member, at mid-term and at the end of the semester.

Faculty may apply for a graduate assistant through the Director of Graduate Program Services. The Director of Graduate Program Services posts the graduate assistant positions. Graduate students submit their application for the posted positions by submitting relevant materials to the Graduate Program Coordinator who distributes the materials to the faculty member. The member makes the final decision on selecting the graduate assistant for his or her class.

Career and Skill-building Workshops

There are a number of extra-curricular or “non-instructional” learning experiences, such as the career building workshops offered by Career Services. There are digital literacy and photography workshops to help students develop professional skills. These experiences also include artists’ panels, workshops, résumé guidance, grant writing, etc.

Academy Workshops and Master Classes

Workshops and Master Classes offer an important aspect of PAFA’s educational programs. Workshops will be scheduled to not inconvenience regularly scheduled classes. Planning and scheduling of workshops will be conducted by the Dean’s Committee in conjunction with the Director of the Continuing Education Program. Workshops will be confined to Fridays and Saturdays with possible Sunday extension.

The Dean’s Committee will schedule workshops with proper notification to all parties involved who are affected by classroom changes. Any changes of the classroom must be discussed with the affected faculty member in advance of the change. Every effort will be made to not inconvenience class with the ongoing set-ups of extended poses.

Any classrooms used will be returned to their original condition at the completion of the workshop and before the next regularly scheduled class.

Life Models

The Painting Department and Models/Props Coordinator is responsible for supervising life and portrait models for Life Painting, Drawing, Portrait and Sculpture classes. Models are contracted for the duration of the pose. There are guidelines for the use of life models in the classroom that must be followed by faculty. These guidelines are available from the Coordinator of Undergraduate Program Services. Any difficulties encountered with the use or lease of models or props must be directed to the Coordinator of Undergraduate Program Services.

Monitors

The Models and Props Coordinator arranges for student monitors to be assigned to classroom studio classes. The instructor and the monitor are responsible for setting the pose and the props or other conditions necessary for the operation of the class. Once the pose has begun, no student is allowed to make any changes, i.e., lights, model gestures, props. The instructor has the final word in all such instances. Monitors assigned to each class are responsible for setting up the pose and supervising the class in the absence of the instructor. Any questions, concerns, or suggestions regarding props should be referred to the monitor or the Models and Props Coordinator.

Classroom Visitation Policies

Staff members with visitors may gain permission to enter a classroom studio by first speaking with the attending instructor. No visitors are permitted in the studios while models are working, unless the model and the instructor consent. Visitors must be escorted by a staff member during a studio visit.

BFA/Certificate students and Continuing Education (CE)

BFA/Certificate students may take Continuing Education courses for credit towards degree requirements if the course is taught by PAFA faculty. Final approval of these courses for credit is given by the Registrar and is subject to approval by the Dean. MFA and Post-Baccalaureate students may audit CE classes. Master Classes are offered to the public by CE and students may attend lectures and demonstrations by Master Class teachers. Degree and Certificate students have the opportunity to be TAs in the Summer Academy for Gifted Secondary students, and so can gain valuable teaching skills. MFA and Post-Baccalaureate students work as TAs in a great variety of courses including CE at all levels and after school programs.

VI. Faculty

PAFA Faculty members are considered the nucleus of the School community. Faculty members actively advise on curriculum and academic policy through the Chairs Committee and the Faculty Committee, as well as through periodic meetings of the combined faculty. Faculty members may also share academic concerns with the Dean of the School and the President.

All faculty members are expected to be inspired teachers, critics and professional artists. Faculty members are expected to advise and counsel students, either informally or formally, and to participate in School activities.

Faculty members are professional employees of PAFA and are governed by the policies set forth in this Handbook, as well as by those in PAFA's Employee Handbook. In the event of a conflict between the language of this handbook and the PAFA Employee Handbook, the terms of the Employee Handbook will govern. Neither this Handbook nor the Employee Handbook constitutes a contract of employment, and neither alters the at-will nature of PAFA's employees' employment.

A.ACADEMIC FREEDOM

PAFA encourages artistic and academic freedom. PAFA faculty members are accorded full academic freedom in the classroom. PAFA instructors are entitled to full freedom in creating and exhibiting their creative work, subject to the adequate performance of their other academic duties.

PAFA instructors are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.

PAFA instructors are citizens, professional artists, and representatives of PAFA. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the PAFA community imposes special obligations. As artists and educational representatives, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

B. FACULTY DESIGNATIONS

Faculty members can be designated by specific teaching functions that are indicative of the roles they play in a fine arts school.

These categories include:

- **Studio Faculty** members teach discipline-based studio art-making classes, emphasizing material usage and conceptual concerns appropriate to that discipline, e.g., Life Painting or Introduction to Sculpture.
- **Thesis Seminar Faculty** teach a BFA/Certificate upper level “capstone” experience class involving the creation of a written artist’s statement, artist’s résumés and learning professional practice and presentation skills.
- **Faculty Critics** at the BFA/Certificate level are assigned a number of students in their third or fourth years in the Critics program. Critics play the role of faculty mentors, giving specific critiques and information related to the student’s independently conceived studio art projects.
- **Liberal Arts Faculty** members teach liberal arts and general studies classes to BFA students in classroom settings with writing and reading assignments, papers and discussion groups.
- **Visiting Critics** in the BFA/Certificate program are expected to provide workshops, demonstrations and specialized experiences in particular areas of skill of interest to students in both the BFA/Certificate and Graduate programs.
- **Graduate Seminar Faculty** members of the MFA and Post-Baccalaureate programs teach small, interactive non-studio classes on critical readings, research assignments involving investigation of contemporary art history and theory, discussion and writing assignments. Graduate Seminar faculty may also serve as graduate critics.
- **Graduate Studio Faculty** members teach graduate level painting and drawing classes in the MFA and Post-Baccalaureate programs.
- **Graduate Resident Critics** provide a demanding critical dialogue with graduate students about contemporary issues in the visual arts, and encourage graduate students to explore a sophisticated range of art issues. Graduate resident critics may also serve as appointed faculty in the BFA/Certificate program. An assignment in both programs is arranged by the Dean and the Chair of Graduate Programs.
- **Graduate Visiting Critics** are exceptionally accomplished professionals with extensive exhibition and professional experience who see assigned students several times a semester and who are present for final reviews. They are expected to provide an outsider’s expert viewpoint on the work and professional potential of graduate students.

- **Continuing Education Programs Instructors** teach in the Continuing Education programs, and may also hold a position on the Certificate, BFA, PB, or Graduate Faculty.
- **Substitute Instructors** are to be selected from PAFA Faculty whenever possible. Substitute instructors are selected by the Department Chair in consultation with the Dean.
- **Visiting Artists** may also serve as guest lecturers and/or critics. Visiting Artists usually spend one or several days providing lectures, workshops and critiques. Visiting artists may be selected by the Visiting Artist Committee, by the Chairs or Dean, or by Museum Public Programs.
- **Artists-in-Residence** are individuals who come to PAFA from outside this school or country, and generally stay in residence for a week or longer. These artists may work in a PAFA studio, conduct demonstrations, teach or critique.

C. FACULTY RANK

Academic rank is determined by years of teaching, professional status and contributions to PAFA and the community. Assignment of rank or appointment to a faculty position is made by the Dean, with the recommendations of Department Chairs and Search Committees.

Faculty rank is held with these conditions:

- The School recognizes the academic ranks of:
 - *Professor*
 - *Associate Professor*
 - *Assistant Professor*
 - *Instructor*
 - *Professor Emeritus (granted to certain retired full professors)*
- Certificate/BFA faculty who hold rank but are not appointed are adjunct.
- Resident or Visiting Critics in the Graduate and/or Certificate/BFA programs who do not carry an academic rank are described as adjunct.

Faculty Appointment

PAFA utilizes a system of "appointment" for its faculty members. Appointed Faculty members are considered to be core members of the academic community, and are given certain benefits. These benefits include eligibility for sabbaticals, tuition assistance for spouses and dependents, and medical, life, disability insurance and TIAA-CREF retirement investments. Descriptions of these benefits are detailed in the Employee Handbook. Appointed faculty members are given a consistent

class load, based upon certain conditions described in the section on faculty teaching loads. With Appointment come additional duties and responsibilities that are in addition to the duties and responsibilities of all faculty members.

The Employee Handbook defines two forms of Employment Status for faculty members:

Appointed Faculty: Appointed faculty members are considered regular full-time employees of PAFA for benefit purposes with the exception of their “time away” benefits, as those benefits are discussed and defined in the PAFA Faculty Handbook. Appointed faculty members are hired through a process outlined in the Faculty Handbook.

Adjunct Faculty: Adjunct faculty members are not appointed, but teach at least one (1) class per semester in PAFA’s Certificate, BFA, MFA or Post Baccalaureate programs. Continuing Education faculty members are not eligible for any PAFA benefits.

Qualifications for Faculty Ranks

- **Professor Emeritus:** Upon retirement after an extraordinary length of service or achievement as an artist and faculty member, some members of retiring faculty may be granted a rank of emeritus by the Dean. Such a rank may imply a continued relationship to PAFA in an advisory or service capacity. Candidates for Emeritus rank may be identified and recommended by the Faculty Committee to the Dean.
- **Professor:** Faculty members with a rank of Professor are expected to be exemplary teachers who provide outstanding academic, administrative or artistic leadership to the PAFA community. A Professor is expected to provide outstanding service to PAFA through faculty leadership roles, committee memberships, program development, fundraising or admissions accomplishments or similar outstanding service activities. A Professor is expected to have achieved a solid and sustained professional career as an artist, and to have documented recognition from artistic peers. In some cases, an exceptionally accomplished career as an artist that brings to PAFA increased prominence and national recognition is considered as a service appropriate to the rank of Professor, and in some cases may take the place of other forms of academic service.
- **Associate Professor.** Faculty members with the rank of Associate Professor are expected to be exemplary teachers who provide significant academic, administrative or artistic service to the PAFA community, preferably but not exclusively in leadership roles. An Associate Professor is

expected to provide excellent service activities to PAFA through committee memberships, program development, recruitment activities or similar important service activities. An Associate Professor is expected to have achieved a solid and sustained professional career as an artist, and to have documented achievement as a practicing artist.

- **Assistant Professor.** Faculty members with the rank of Assistant Professor are expected to be a dedicated and promising teacher who is in the process of achieving the experience and skills characterized as exemplary teaching. An Assistant Professor is expected to meet the duties stipulated for all faculty members, and to participate in additional service activities as desired or suggested by the Department Chair. An Assistant Professor is expected to be in the early stages of establishing a professional career as an artist, but to have a solid and sustained practice as an artist and a documented record of achievement.
- **Instructor.** Newly recruited faculty members or faculty hired as replacements or in a temporary capacity are normally assigned a rank of Instructor. Instructors are often newly established teachers with promising professional careers at an early stage of development. Instructors may also be faculty who wish to teach without assuming the additional requirements of service expected of higher ranks. Instructors are expected to meet the duties expected of all faculty members. Instructors carry the rank of adjunct.

Qualifications for Graduate and Visiting Critics and Seminar Faculty

- **Graduate Visiting Critic:** Graduate Visiting Critics are expected to be distinguished professionals with substantial exhibition and teaching experience, and to bring to the graduate program and its students an independent and outsider's point of view. Graduate Visiting Critics are expected to be an important component of the MFA end of year critiques.
- **Graduate Resident Critic:** Graduate Resident critics are expected to be extraordinary teachers and accomplished artists who bring an experienced and intellectually rigorous sensibility to the graduate program. Graduate Resident Critics are expected to be exceptional mentors and intellectual guides to their students, and to display a broad and sophisticated awareness of contemporary issues in art making.
- **Graduate Seminar Faculty:** Graduate Seminar faculty lead graduate students through a formal investigation into the aesthetic and philosophical issues of art and artmaking, as well as an examination of professional ethics and practices. They are expected to help graduate students

acquire informed value judgments and to develop advanced levels of verbal, written and analytical skills.

- **Graduate Studio Faculty** Graduate Studio faculty teach drawing and painting courses at an advanced and independent level to focus on expanding the student's formal, conceptual and visual vocabulary to establish a personal vision.

D. FACULTY EVALUATION

To maintain an appointed or adjunct teaching position at PAFA there is a clear expectation of faculty to demonstrate continued high levels of achievement as teachers and working artists. PAFA recognizes appropriate linkages among scholarship, teaching, student learning, research, and service PAFA faculty members are expected to demonstrate exceptional teaching, professional practice and appropriate departmental and institutional service. Service on Academic Committees is to be considered the most important component of a faculty member's requirements of service to the institution.

Faculty Self-Assessments

Faculty members must submit yearly Self-Assessments. These Self Assessments are required of all faculty members, and include documentation of classes taught, service activities and professional activities. These are reviewed by Department Chairs, the Faculty Committee and by the Dean when the faculty member submits an application for promotion in rank or for appointment. It also forms the basis of a yearly evaluation of faculty conducted by the Department Chairs and by the Dean. Summaries of Student Course Evaluations are intended to assist faculty members in monitoring their effectiveness as teachers and should be included in the Self-Assessment documents. The Faculty Self-Assessment process is administered by the Office of Academic Affairs.

Student Course Evaluations

The Registrar administers a program of evaluations of and courses taught using Student/Course Evaluation forms with a list of standardized questions that students complete at the conclusion of each class. These Student/Course Evaluation forms are gathered and summarized by the Office of Academic Affairs, and summaries with written comments are sent in a PDF format to the faculty member. These forms are available for review by the Department Chairs and by the Dean, and become part of the faculty member's permanent file. Under certain circumstances, the record of Student/Course Evaluations is reviewed by the Department Chairs and the Faculty Committee in the context of applications for promotion or appointment.

E. FACULTY DUTIES & RESPONSIBILITIES

Responsibilities of all Faculty

All faculty members are required to:

- Develop and update course descriptions and syllabi for each class taught. Syllabi must conform to guidelines established by the Committee for Student Learning Assessment and by the Dean of the School. Current syllabi and updated resumes must be kept on file with the Office of Academic Affairs. Syllabi will be turned in at the time of submitting signed Course Commitments. Faculty members are required to provide a syllabus to students at the beginning of each semester that specifies course requirements and expectations.
- Faculty Self-evaluations must be completed each year, after the completion of the fall semester. The Self Evaluation is devoted to a calendar year, e.g. the Spring and Fall semesters of a given year. Course work completed for Continuing Education is not part of the Self Evaluation. Faculty members should record relevant activities in the three areas of evaluation: teaching, service and professional activity. A copy should be given to the Department Chair and to the Dean of the School. In cases where a faculty member teaches in both the graduate and undergraduate programs, a copy of the Self Evaluation should be given to each Chair. The Office of Academic Affairs provides a form for completion of the Self-Assessment.
- Faculty members must meet with assigned classes and critiques at the times and duration agreed upon in the course commitment.
- Faculty members must advise students about grading criteria by providing a syllabus to students at the beginning of each course. Any complaints and changes in grades should be based on the syllabus provided to students enrolled in the course.
- Grading guidelines can be found in the Student Handbook. Grades must be completed and submitted to the Registrar in a timely fashion.
- Faculty members must provide updated contact information to the Department Chair and to the Office of Academic Affairs.
- Faculty members should apprise and cooperate with the Department Chair in proposals or initiatives that affect the department, curriculum or School.
- All faculty members must maintain a PAFA email account and check email regularly for news and announcements. A PAFA email account will be arranged through the Office of Academic Affairs. Use of personal email accounts for academic affairs is discouraged.

- All faculty members must follow academic procedures established by the Registrar, the Department Chairpersons and the Academic Affairs Office such as checking class lists, verifying enrollment, changing grades, issuing incompletes, etc., in a timely manner.
- All faculty members must communicate clearly with students who are not meeting established academic standards; verbal communications must be followed or preceded by a Course Deficiency Notice, whenever necessary. All course deficiencies must be documented in this manner. Course Deficiency Notices are available from the Registrar.
- It is the responsibility of all faculty members to remain informed of general PAFA business; attend faculty and departmental meetings and functions; participate on School committees and juries, as required.
- All faculty members must participate in appropriate departmental evaluation processes.
- All faculty members must ensure the completion of the Student Course Evaluation process that is administered at the end of each course.
- All faculty members must participate in the Student Learning Assessment process, including Departmental Program Review. Procedures are described in the Plan for Student Learning Assessment and are administered through the Committee for Student Learning Assessment.
- If requested, faculty members should assist in the evaluation of students for assignment of a studio.
- If requested, faculty members should assist in the evaluation of the Graduation Portfolio for BFA students.

Responsibilities of Faculty Appointment

In addition to those duties expected of all faculty members, appointed faculty must meet these responsibilities:

- Participate in travel scholarship and Spring prize judging.
- Appointed Faculty members are expected to contribute to PAFA by participating on various School committees. All appointed faculty must serve on at least one Committee per semester. An Ad Hoc committee assignment may serve to meet this requirement.
- Must participate in School Gallery exhibitions, both as a juror for student shows and as an exhibitor in faculty shows.
- Must attend scheduled faculty meetings and departmental events, and participate, as appropriate, in reviews of, and discussions of PAFA academic policies.
- Present a lecture or presentation of their work at least once every two (2) years.
- Support school activities, such as graduation ceremonies and student openings.

- Actively support the program of Student Learning Assessment and assist, as needed, in the Departmental Review process.

F. FACULTY PROMOTION & APPOINTMENT

Faculty members who wish to be considered for promotion in rank or for appointment should discuss their qualifications with their Departmental Chair. The faculty member may also consult with the Dean of the School. The requirements of the various ranks should be carefully considered before submitting the application. If the faculty member feels that he or she meets the criteria established for the various ranks, an application may be submitted.

Promotion to Appointment

To be considered an Appointed Faculty member, an individual must complete an application and review process. Faculty members who meet the prerequisites for application for appointment may submit an application only if a vacancy is announced. Faculty members who wish to apply for appointment must have been teaching for at least five years since the date of employment or since their last promotion in rank. For the two semesters immediately preceding an application for appointment, the faculty member must have carried a load of at least two courses a semester. Exceptions to this requirement may be made after petition to the Chair of the Department and to the Dean of the School. Only Adjunct or ranked Faculty may apply for promotion or appointment. Graduate resident critics or graduate seminar faculty members may apply for appointment after teaching at least five years since the date of employment. Visiting Critics may not apply for promotion or appointment. Faculty members who are awarded Appointment will receive a promotion in rank.

Review Procedures

To be considered for promotion or appointment, faculty members must have completed the yearly Self Assessments, and to have successfully documented sufficient teaching, service and professional activities to meet the qualifications for promotion to the rank being applied for or for appointment.

The faculty member should submit an application at the end of the Fall semester to the Dean of the School and to the Chairperson of the Department in which the faculty member resides. The Chair will in turn present the materials for consideration by the Faculty Committee.

The Faculty Committee reviews the application in light of the criteria for appointment or promotion specifically evaluating professional work, service activities and their standing in the art community as evidenced in the Self Assessments.

The Faculty Committee may then make a written recommendation with justifications to the Dean. The Dean reviews the application, the recommendations of the Chair and the vote of the Faculty Committee and makes a final determination. The recommendations of the Chair and the Faculty Committee are not binding on the Dean.

Those faculty members who do not receive an appointment must wait another year for reconsideration (maintaining the necessary teaching load of two (2) classes per semester). Any faculty member who wishes to appeal an appointment decision must follow the grievance procedure outlined in this Handbook.

Appointment and/or promotion in rank are noted on the Course Commitments issued for the next academic year following the promotion decision. However, a faculty member who has received appointment may participate in the Spring travel scholarship and prize judging programs in the academic year in which notification was given.

Application Guidelines

Applications should be sent to the Faculty Committee and the Dean. The application for promotion or appointment should contain:

- A letter of application stating the promotion or appointment being requested, and a brief summary of the how the applicant meets the qualifications for the rank being applied for.
- A current resume
- Self-Assessments that include documentation of teaching, service and professional activities.
- Course syllabi for all courses taught.
- Documentation of recent work and/or professional activities.
- Copies of all Student Course evaluations and summaries for the period since the last promotion in rank.

Criteria for Review of Applications

The Faculty Committee will make a recommendation to the Dean after taking the following factors into consideration:

Ability and Effectiveness as a Teacher

- Ability to inspire and stimulate creativity in the studio, which is ultimately measured by the quality of student work.
- Concern for the development of students, by being available for advising and critiquing students and their work.
- Attention to the general responsibilities of teaching.

Service to the School and the Institution

- Service activities as documented in the Self Assessments, that may consist of such activities as Committee service, ad hoc committee service, admissions and recruitment service, juror activity, service on the Student Learning Assessment program, career services presentations and similar service activities.
- School-wide responsibilities as evidenced by committee work, attendance at meetings and openings, judging, graduation, etc.
- Contributions made to the School which exceed obligations of their course commitment, such as lectures, organization of exhibitions, and other contributions

Professional Development

- Professional activities and accomplishments, as evidenced by works in progress, exhibitions, honors, awards, reviews jurying of exhibitions, visiting artist invitations, consultations, professional memberships, commissions, scholarly work, lectures outside of PAFA, studio work, travel, and other relevant professional activities and accomplishments.

G. FACULTY DEVELOPMENT

Faculty Development Grants

Faculty Development grants are awarded to faculty members engaged in professional projects that require specific funding to complete. Faculty Development Grants are announced by the Office of Academic Affairs. Both appointed and non-appointed faculty members may apply for Faculty Development grants. Awards will be made based on annual applications. Faculty proposals are reviewed by a jury of faculty members, who then make recommendations to the Dean for awards. The Dean makes the awards to faculty members based upon the recommendations of the Faculty Committee.

Faculty Studios

Department Chairs are provided studio space within PAFA facilities. A certain number of studio spaces may be offered to faculty members under certain guidelines that define eligibility and duration of use. The privilege of the use of a faculty studio is subject to certain conditions outlined below. The Dean makes assignments of faculty studios. The loss of a faculty studio may result from the failure of the faculty member to fulfill the guidelines.

Faculty Studio Guidelines

The following are the necessary prerequisites for faculty studio assignments:

- The Dean makes an announcement of the availability of a Faculty Studio.
- An application for the use of a Faculty Studio must be made to the Dean.
- Eligible Faculty include both appointed faculty and resident critics.
- In certain circumstances, a visiting critic or artist may be given the use of a Faculty Studio.
- Applications are usually made a semester in advance of the anticipated vacancy.
- Applications should state a specific project or purpose for the use of the Faculty Studio.
- Faculty Studios are usually awarded on an annual basis; a faculty member may apply for an extension of the one year period of use by making another application.
- The application should indicate how the use of the Studio will benefit the faculty member and the PAFA community.
- The application must indicate how the use of the Faculty Studio will provide direct benefit to our students.
- A Faculty Studio must be used for creative work, not for personal convenience.
- The Dean will appoint a committee of five faculty members to advise on the awarding of a Faculty Studio; the five faculty members will be representative of the adjunct and appointed faculty.
- With reasonable notification, studios must be made available for inspection by administration or designated staff.
- Every effort shall be made to honor the privacy of studio holders. However, in emergency situations, PAFA reserves the right of immediate access to a studio without advance notification.

Sabbaticals

Sabbaticals are awarded by the Dean for the purpose of supporting the professional development of faculty. Normally, one sabbatical leave per year is awarded after an application process described below.

In order to be eligible for a sabbatical, a faculty member must have served as an appointed faculty member for a minimum of twelve (12) semesters. Sabbaticals are granted for one semester only. The sabbatical may be extended to one year. In that event, the faculty member is paid the full salary of their consistent course load for one semester only, but their benefits will be covered for the entire year. Faculty members may not accept outside employment during the sabbatical leave without permission of the Dean.

Application Procedure

Only Appointed Faculty members may apply for a sabbatical. A letter of application must be submitted that provides a justification for the request. The letter should provide a detailed outline of the proposed faculty development activities that are to be completed during the sabbatical. The faculty member should support the letter of application with copies of the Self Evaluations completed from the previous two years.

One copy of the application is filed with the Dean and another with the appropriate Chairperson on or before the end of October, for a sabbatical that will begin during the following academic year. The Department Chair will present the application to the Faculty Committee for Review. The faculty member making the application may also request that the Dean present the application to the Faculty Committee.

The Faculty Committee will make recommendations with justifications to the Dean after considering the number of years each applicant has taught at the School without a sabbatical leave; the reason for the sabbatical request; the academic or administrative load such faculty member has been carrying; and the programmatic impact of allowing a specific faculty member to take a sabbatical during a particular semester. The Dean shall be the final authority in making decisions regarding all sabbatical requests. The Dean shall inform the Faculty Committee of any sabbatical decisions before notifying the applicant(s).

The selection of a substitute to fill the selected faculty member's classes while on a sabbatical shall be determined by the Department Chairperson and the Dean.

After a minimum of twelve (12) semesters following the completion of a sabbatical, a faculty member may apply again for a sabbatical for the following academic year. There is no limit to the number of times a faculty member may apply for a sabbatical leave, provided he/she has satisfied the criteria for application.

The Dean, or the Faculty Committee, may determine that none of the applicants has presented a sufficient basis to justify the granting of a sabbatical, in which case no such award shall be made. Their decision on such matters shall be final and binding.

Conditions for Sabbatical Leaves

- Sabbatical awards may be used in conjunction with any other grant.
- A faculty member's sabbatical must be taken during the time stated on the application and cannot be deferred to a future date.
- The recipient of a sabbatical leave must return to the School for at least one (1) academic year following the sabbatical, or he/she may be liable to pay back all salary during the leave.
- A sabbatical leave may be for either one (1) or two (2) semesters. The faculty member selected shall receive full pay for only one (1) semester. Academy benefits shall remain during the time of the sabbatical.
- PAFA reserves the right to withhold the sabbatical leave if not used for the purpose indicated in the faculty member's application.
- A written report on the faculty member's activities during the sabbatical leave must be submitted to the Dean and to the Faculty Committee following the individual's return to the School.
- At the conclusion of the sabbatical, the faculty member shall return to an equivalent teaching load at PAFA. Every effort shall be made by PAFA to duplicate the faculty member's original schedule.

H. FACULTY TEACHING LOADS

Appointed and adjunct faculty members in the BFA/Certificate and Graduate programs receive a yearly course commitment that specifies what courses and/or what critique days they are expected to teach. Teaching assignments in the BFA/Certificate programs are determined by the Dean of the School, with the assistance of the Department Chairs and with the review of the Dean's Committee. The Dean of the School works with the Chair of Graduate Programs to determine teaching assignments in the Graduate programs.

Assignment of classes is subject to the availability of classes appropriate to that faculty member's area of expertise. All course assignments are contingent upon classes making sufficient enrollment. Sufficient enrollment is normally defined as having at least nine enrolled students. Exceptions to this policy are determined on a case-by-case basis by the Dean, in consultation with Department Chairs. All teaching assignments are approved by the Dean of the School.

In assigning teaching course commitments, every attempt will be made to insure that appointed faculty members are given a consistent full time load of at least 15 credits of classes per year should that faculty member wish to carry a full time load.

Appointed faculty members must teach a minimum of 6 credits of coursework each year that may be comprised of any combination of Certificate/BFA/Post Baccalaureate or MFA classes. Teaching in the Continuing Education programs is not to be considered part of the teaching load required of appointment. Any exceptions to this policy must be made by the Dean of the School.

If an appointed faculty member has a class cancellation, a substitute class will be assigned if possible. In assigning classes, appointed faculty members are given priority over non appointed faculty. Faculty teaching in excess of 15 credits a year may do so only with special permission by the Dean.

Full Time Loads

- A full time load for appointed studio faculty members is considered to be 7.5 credits a semester (five 1.5 credit classes a semester) or 15 credits a year (ten 1.5 credit classes during two semesters).
- For undergraduate liberal arts and seminar faculty members teaching 3 credit courses, a full time load will normally be considered to be 15 credits a year or five 3 credit classes during a given academic year.
- For graduate faculty members teaching 3 credit courses, a full time load will normally be considered to be 15 credits a year or five 3 credit classes during a given academic year.
- A load may be comprised of any combination of 1.5 credit or 3 credit courses in studio, graduate or liberal arts coursework, but Continuing Education classes may not be counted as part of a class load.
- To remain appointed, faculty members must maintain a minimum of 3 credits of coursework a semester, or 6 credits a year.

I. FACULTY REQUIREMENTS

If the Dean determines that a faculty vacancy has occurred, the Dean notifies the Department of Human Resources and confers with the appropriate Chair to determine the appropriate recruitment strategy:

- *Substitute Faculty*

In the case of a short-term faculty vacancy (one semester or less), the Chair will recommend a substitute from PAFA faculty or a temporary hire from outside PAFA. Such a faculty member is hired with adjunct status, and the compensation schedule is determined by the Dean.

- *A faculty member to fill a limited vacancy.*

In the case of a vacancy of two semesters or longer, but not a permanent hire to replace a specific course or area of expertise, then the Department Chair will confer with the Dean to consider whether a formal search is necessary, or if an existing faculty member can be reassigned to fill the vacancy or if an outside artist or teacher with the particular expertise can be hired on a temporary and non-continuing basis. Such a faculty member may be hired as an adjunct or as an Instructor. The Dean assigns the rank or faculty designation and the salary. The Department of Human Resources is kept informed about the process.

- *Vacancies of a year or more.*

In the case that the Dean and the Department Chair determine that the position requires the consideration of a longer term, ongoing faculty member with substantial teaching duties, then a more formal search process is undertaken in conjunction with the Department of Human Resources. In this case, a position description is developed by the Dean in consultation with the Department Chair and the VP of Human Resources. The position is advertised by the Department of Human Resources, and a formal Search Committee may be formed. The final hire is made by the Dean with the recommendations of the Search Committee and the Department Chair. The Dean makes the determination of rank and compensation schedule.

Substitute Instructors

For substitute, temporary faculty member hires of one semester or shorter, but not permanent, instructors are to be selected from PAFA faculty whenever possible. The Department Chairperson and the Dean will confer on a substitute teacher, or alternative method of providing instruction to the class, for the period of a faculty member's absence. The Department Chairperson normally makes the final decision on all such matters. The Academic Affairs Coordinator informs the Registrar and other School staff member of the faculty member's absence, and who the substitute will be. The Dean will determine the substitute's rate of pay, and will inform the Department of Human Resources of the substitution.

The substitute's compensation shall be paid through a check request, or through a per-class deduction from the absent faculty member's salary.

J. FACULTY EMPLOYMENT POLICIES

Leaves of Absence

In special circumstances, the Dean, in consultation with the Department Chairperson, may approve a leave of absence for an Appointed Faculty member. All requests for a leave of absence must be made in writing and presented to the Dean by October 1 for the January semester, and by March 1 for the September semester. All applications for a leave of absence shall be approved by the Department of Human Resources.

While a request for a leave of absence shall not be unreasonably denied, it must be based on a bona fide reason that will not interfere with or jeopardize the instructional needs of the academic program of the School. Approval for all leave requests is at the discretion of the Dean and shall not affect the faculty member's future at PAFA. The maximum leave period permitted is one year.

An appointed faculty member is not paid a salary during an approved leave of absence. The appointed faculty member may continue health insurance coverage through COBRA, subject to the terms of the plans and applicable law. In addition, the Appointed Faculty member may continue life insurance coverage at his/her own expense for the period of the leave.

Nothing in this section is intended to abridge any eligible appointed faculty member's entitlement to Family and Medical Leave as set forth in the Employee Handbook. A further exception is made for appointed faculty members who are on sabbatical (see Part V, Section B: Sabbaticals, pp. 36-37). Faculty may not take new outside employment during leave.

Outside Teaching Positions

Faculty members have the right to accept outside employment provided it does not conflict with teaching or other faculty-related responsibilities and does not negatively impact upon the faculty member's teaching or professional performance.

Sick Leave

All faculty members who need to miss a scheduled class or significant School meeting or function due to an illness or emergency should contact their department chair or the Dean. With appropriate notification, all faculty members are entitled to two missed classes of sick leave per semester for the number of courses for which the individual is contracted.

Absences

All faculty members are expected to meet their scheduled responsibilities at the proper time and for the full period required. Failure to meet classes, or to advise the Department Chairperson of absences, is grounds for disciplinary action up to and including termination.

Exceptions to the above may be made only in the following circumstances: personal illness, family or personal emergencies, and bereavement.

In such instances, the faculty member must notify the Department Chairperson, and Academic Affairs Coordinator immediately regarding the nature of the absence and its expected duration.

Faculty Disciplinary Issues

Faculty members are subject to the policies specified in the Employee Handbook. These terms include the Progressive Counseling Process and the Guidelines for Appropriate Conduct as described in the Employee Handbook.

Loss of employment may result from a faculty member's failure to fulfill the duties and responsibilities associated with his/her position, as set forth in this Faculty Handbook.