




College/ Independent Unit	The College of Liberal Arts and Sciences
Academic Unit/ Department, if any**	American Indian Studies
Choose document type (bylaws or criteria Document?): Bylaws	
If bylaws, does it include criteria for promotion/continuing status/tenure? Yes	
Please concisely list the ranks included in the criteria (if relevant). Examples: tenure-track faculty, career-track faculty, continuing-track academic professionals, fixed-term academic professionals, etc. If career-track faculty, please indicate which group(s) (e.g. teaching, clinical, research, instructor) Tenure-track faculty	

Unit and college approval

Date of approval by the faculty and/or academic professionals	May 8, 2026
Date of review/consent by the dean (or lead of independent unit)*	May 8, 2026

Provost office approval

	Patricia Freidrich	June 10, 2026
Signature	Name	Date

*Per ACD111-02, all colleges and academic units must have bylaws, approved by a majority of the unit faculty. With the consent of all college deans to which a unit reports, the faculty of the unit may choose to utilize the college’s bylaws as their unit bylaws.

**Academic units are usually departments and schools, not research centers or programs.

Academic units, in this context, have criteria for promotion which were approved by its faculty and/or academic professionals.

**COLLEGE OF LIBERAL ARTS AND SCIENCES
AMERICAN INDIAN STUDIES PROGRAM
BYLAWS**

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ARTICLE I. PURPOSE, AUTHORITY, AND PRINCIPLES OF GOVERNANCE

Section A. Establishment and Authority

The Faculty of the American Indian Studies Program (hereafter referred to as *the Program*) is organized under the regulations of Arizona State University and by the authority granted by the Arizona Board of Regents at their Spring 2001 meeting.

These bylaws, and all other governing documents of the Program and the College of Liberal Arts and Sciences, shall operate in accord with and subordinate to the policies and procedures of Arizona State University and the Arizona Board of Regents. No provision of these bylaws shall supersede University or Regents' policies at any time.

Section B. Values and Principles of Governance

The American Indian Studies Program affirms that its governance culture is informed by the Indigenous values of relationality, respect, reciprocity, and integrity. These values reflect the intellectual traditions that shape the Program as a field of study and offer a meaningful orientation for how faculty and leadership engage in shared work and collective responsibility. While these values guide collegial relations and community practice, formal governance processes operate in accordance with University and College policies, which take precedence in all decision-making contexts.

The Program upholds a model of shared governance that emphasizes collaboration, transparency, and responsible decision-making in academic and administrative matters. Faculty participate in decisions affecting the Program's direction and may bring matters of policy or development forward through the Faculty Council, committees, or consultation with the Director.

Consistent with Arizona State University's principles of shared governance (ACD 501) and collegial leadership and review (ACD 111), the Program maintains its commitment to inclusive participation, open communication, and accountability within The College of Liberal Arts and Sciences. Indigenous values serve as a guiding ethos for collegial engagement within this policy framework.

Section C. Faculty Council

The faculty governance body of the American Indian Studies Program shall be known as the Faculty Council. The Council serves as the primary body for faculty participation in academic and administrative decision-making, consistent with ACD 501.

Article II. Membership and Voting Rights

Membership and voting rights within the Faculty Council are based on appointment status, consistent with ACD 501 (Conditions of Faculty Service). Procedural details governing Faculty

Council operations, including meeting procedures, agenda setting, recordkeeping, and voting processes, are provided in:

Appendix A: Faculty Council Procedures.

Section A. Faculty Council Membership

The Faculty Council includes all benefits-eligible (0.50 FTE or greater) tenured, tenure-track, and career-track faculty appointed within the Program's academic unit. These faculty hold equal voting rights and governance responsibilities within the Faculty Council, except where restricted by University or College policy. Visiting faculty, Faculty Associates, and postdoctoral scholars are not members of the Faculty Council unless otherwise specified by University or College policy.

Section B. Affiliate Faculty

Affiliate faculty may participate in discussions and committees but do not hold voting rights.

Section C. Faculty on Leave

Faculty on approved leave remain members of the Program but are not counted toward quorum; proxy voting is not permitted.

Section D. Quorum and Voting

A quorum consists of a majority of voting faculty. Faculty Council actions require a simple majority vote unless otherwise specified in these bylaws or University policy. Procedures governing quorum determination, voting methods, and electronic ballots are outlined in Appendix A: Faculty Council Procedures.

ARTICLE III: LEADERSHIP STRUCTURE

The leadership structure of the Program ensures effective governance, shared responsibility, and continuity in academic and administrative operations. Leadership roles within the Program support the coordination of academic programs in alignment with the values and principles of governance.

Section A. Director

1. Role and Authority

The Director serves as the chief administrative officer of the Program and provides academic and operational leadership in accordance with University, College, and Program policies. The Director is responsible to the Faculty Council and to the Dean for the effective operation and administration of the Program.

2. Term of Office

The Director shall be a full-time (1.0 FTE) tenured faculty member in American Indian Studies, typically at the rank of Professor. The Director holds a renewable annual appointment consistent with ACD 102 and ACD 111-03. The Director's performance

shall be reviewed every other year, with input from Program faculty as required by ACD 111-03.

3. Duties and Responsibilities

The Director provides academic and administrative leadership for the Program in alignment with University, College, and Program policies. Responsibilities include overseeing Program operations and resources; consulting with the Faculty Council on planning, policy, and governance matters; communicating relevant University and College directives; overseeing faculty evaluation processes and making recommendations required under ACD policy; and representing the Program to the College, University administration, and external entities.

Section B. Associate Directors

To support effective leadership, the Director may designate one or more Associate Directors to assist with administrative responsibilities. Associate Directors support operational continuity, and strengthen the Program's capacity to fulfill its mission.

1. Recommendations for Associate Directors shall be made by the Director and are subject to approval by the Dean or designee.
2. Associate Directors shall serve renewable one-year terms and carry out specific duties as delegated by the Director.
3. Associate Directors may represent the Director in administrative and academic matters as appropriate.

Section C. Interim Appointments and Succession

1. In the event of the Director's temporary absence (e.g., sabbatical, medical leave, or short-term unavailability), an Associate Director or another full-time AIS faculty member may be appointed as Acting Director to ensure continuity of administrative responsibilities.
2. In the event of a vacancy in the Director position, the Dean will appoint an Interim Director to serve until a permanent Director is selected according to University procedures.
3. The Director may designate temporary Acting Associate Directors or Interim Committee Chairs as needed to maintain program operations when necessary.

Section D. Academic Senator

The voting membership of the Faculty Council shall elect one Academic Senator to represent the Program in both the College Senate and the University Academic Senate. The Senator shall serve a three-year renewable term, with elections held in the spring for service beginning in the following academic year.

The Academic Senator shall:

- Attend meetings of the College Senate, University Academic Senate, and Faculty Council.
- Report Senate activities and decisions to the Faculty Council.
- Consult the Faculty Council for input on significant or controversial matters before voting, through discussion at Faculty Council meetings.

ARTICLE IV. COMMITTEES

Committees are essential to the shared governance and academic operations of the Program. They ensure meaningful faculty participation in decision-making, promote transparency, and support the effective functioning of the Program. Committees operate in accordance with University, College, and Program policies and are guided by principles of fairness, collegiality, and constructive engagement. Evaluation committees, including At-Rank Tenure and Promotion Committees, function exclusively within faculty evaluation processes and are distinct from standing governance committees.

Committee charges, responsibilities, membership expectations, and procedural guidelines are detailed in Appendix B: Committee Descriptions and Procedures.

Section A. Committee Structure

1. Standing Committees

The Program shall maintain standing committees to support core academic and personnel functions, including:

- Undergraduate Committee, responsible for oversight of undergraduate curriculum and related academic matters.
- Graduate Committee, responsible for oversight of graduate curriculum, student admissions and progress in accordance with University and College requirements, and related academic matters.
- Personnel Committee, responsible for faculty evaluation and advancement.

Duties, membership, and procedures for these committees are outlined in Appendix B.

2. Ad Hoc Committees

The Director, in consultation with the Faculty Council, may convene ad hoc committees to address specific tasks. These committees dissolve upon completion of their charge. Procedures for formation, membership, operation, and dissolution are provided in Appendix B.

3. Evaluation Committees

Committees related to faculty evaluation—including At-Rank Tenure and Promotion Committees—are governed by Article V and Appendix C: Faculty Evaluation Procedures and Guidelines.

Section B. Committee Membership

- **Appointment and Eligibility:**

Committee membership shall be determined annually through a service assignment process led by the Director in consultation with the Faculty Council and in accordance with university policy.

The Director shall prepare an annual service roster assigning faculty to committees to ensure compliance with elected faculty representation requirements, equitable distribution of service, and effective committee functioning.

The Faculty Council may solicit and provide input on faculty service preferences prior to development of the roster. The proposed roster will be presented to the Faculty Council for a vote. Approval of the roster constitutes election of faculty to their assigned committees.

The Director may make additional appointments as needed to ensure appropriate expertise and continuity.

The Personnel Committee and all ad hoc hiring committees shall be constituted in accordance with university policy.

- **Diversity and Representation:** Committee composition should reflect diversity of expertise, rank, and background.
- **Staff Participation:** Staff may serve in advisory, non-voting roles when relevant.
- **Terms of Service:** Committee members normally serve renewable one-year terms; procedures for renewal are in Appendix B.
- **Responsibilities:** Members are expected to participate actively and support the Program's academic and administrative functions, as described in Appendix B.

Section C. Committee Chairs

- **Appointment and Term:** Chairs are appointed by the Director from among voting committee members; terms are renewable annually.

- Duties: Chairs convene meetings, set agendas, maintain records, and report recommendations to the Director and Faculty Council.
- Accountability: Chairs ensure adherence to Program and University policies. Recordkeeping and reporting expectations are provided in Appendix B.

ARTICLE V. FACULTY EVALUATION, TENURE, PROMOTION, AND ADVANCEMENT

The American Indian Studies Program conducts faculty evaluation, tenure, promotion, and advancement in accordance with Arizona Board of Regents policy, University policy, and College policy. Procedures governing annual faculty evaluation are maintained in Appendix C- Faculty Annual Evaluation Procedures and Guidelines. Criteria and standards governing tenure and promotion for tenure-line faculty and promotion for career-track faculty are maintained in the Programs' Faculty Evaluation, Tenure, and Promotion Criteria document.

Section A. Evaluation Processes

Faculty evaluations include:

- Annual reviews for all faculty,
- Probationary reviews for tenure-track faculty,
- Tenure reviews,
- Promotion reviews for tenure-line and career-track faculty, and
- Post-tenure reviews for tenured faculty.

Annual evaluation procedures, timelines, documentation requirements, and faculty response procedures are outlined in Appendix C. Standard and criteria governing tenure and promotion are maintained in the Program's Promotion Criteria document.

Section B. Principles and Standards

Faculty evaluations shall recognize the full range of faculty responsibilities, including teaching, research or creative activity, service, and assigned administrative or programmatic responsibilities. Evaluations must be conducted with fairness, consistency, confidentiality, and in accordance with University and College policy.

Substantive standards for evaluation, tenure, and promotion are defined in the Program's Promotion Criteria document. Procedural requirements for annual review are defined in Appendix C.

Section C. Annual Faculty Review

All faculty undergo an annual review as required by University and College policy. Annual review assesses performance in teaching, research or creative activity, service, and assigned responsibilities relative to workload expectations.

The Personnel Committee conducts peer review and provides recommendations to the Director. The Director conducts the annual evaluation and communicates the final evaluation to the faculty member in accordance with Appendix C.,

Section D. Probationary Review, Tenure, and Promotion

Tenure-track faculty undergo probationary review, tenure review, and promotion review in accordance with University, College, and Program policy.

Promotion and tenure evaluations assess the faculty member's accomplishments in teaching, research or creative activity, service, and other assigned responsibilities as defined in the Program's Faculty Evaluation, Tenure, and Promotion Criteria document.

Procedures governing timelines, committee formation, external review requirements, voting procedures, recommendations, and appeals follow University and College policy and are supplemented by the Program's Promotion Criteria document.

Section E. Career-Track Faculty Review

Career-track faculty are evaluated annually and may be considered for promotion in accordance with University, College, and Program policy.

Criteria and standard for advancement are defined in the Program's Promotion Criteria document. Annual review procedures are outlined in Appendix C.

Section F. Post-Tenure Review

Tenured faculty undergo post-tenure review in accordance with ACD 507–10 and applicable College policies. Substantive evaluation standards are defined in the Program's Promotion Criteria document.

ARTICLE VI. BYLAWS ADMINISTRATION

The American Indian Studies Program maintains these bylaws as the governing document for its academic and administrative operations. The bylaws are intended to promote transparency, accountability, and shared governance consistent with University and College policies and to ensure effective and consistent governance practices.

Section A. Amendments

1. Amendments to these bylaws may be proposed by any voting member of the Faculty Council or by the Director. Proposed amendments must be distributed in writing to all voting faculty at least two weeks prior to the meeting at which they will be considered.
2. Adoption of an amendment requires approval by a two-thirds majority of the Faculty Council members present and voting at a properly convened meeting. Amendments approved by the Faculty Council shall be forwarded to the Provost for review and final approval, in accordance with University and College policy.
3. All approved amendments shall be incorporated into the official version of the bylaws and recorded.

Section B. Implementation and Periodic Review

1. Upon approval by the Faculty Council and the Provost, these bylaws shall take effect immediately unless a later effective date is specified.
2. The Faculty Council, in consultation with the Director, shall review these bylaws at least every four years to ensure continuing alignment with University and College policies and evolving administrative needs. Any revisions resulting from these reviews shall follow the amendment process outlined in Section A.
3. The Faculty Council shall record each review and any approved amendments to support transparency and continuity.

Appendices: Purpose and Review

The appendices to these bylaws provide procedural descriptions and supplemental materials that support the governance, academic, and administrative functions of the American Indian Studies Program. All materials included in the appendices may be updated as needed to maintain consistency with University and College policies.

Appendix A. Faculty Council Procedures

Appendix B. Committee Descriptions and Procedures

Appendix C. Faculty Annual Review Guidelines

Appendix A. Faculty Council Procedures

This appendix outlines the procedures governing the operation of the American Indian Studies (AIS) Faculty Council. These procedures support effective shared governance and ensure transparency, consistency, and alignment with University and College policies. These procedures operate in accordance with and do not supersede Arizona State University, College of Liberal Arts and Sciences, or Arizona Board of Regents policies.

A. Purpose and Scope

The Faculty Council serves as the primary shared governance body for faculty participation in academic and administrative decision-making within the American Indian Studies Program, consistent with ACD 501. The procedures outlined here govern meetings, agenda setting, recordkeeping, voting, and related operational matters, and operate within the scope of authority delegated to the Program under University and College governance structures.

B. Meetings

1. **Regular Meetings**

The Faculty Council shall meet regularly during the academic year, normally at least once per month during the fall and spring semesters. The meeting schedule shall be established by the Director in consultation with the Faculty Council at the beginning of each semester, with consideration of faculty teaching schedules to support optimal attendance.

2. **Special Meetings**

Special meetings may be called by the Director or upon written request of a majority (more than half) of voting Faculty Council members. Notice of special meetings shall include the purpose of the meeting and be provided at least five business days in advance whenever possible.

3. **Modality**

Meetings may be held in person, via videoconference, or in a hybrid format, consistent with University policy and operational needs.

4. **Cancellation or Rescheduling**

Meetings may be canceled or rescheduled by the Director, with notice to the Faculty Council, when necessary.

C. Agenda and Materials

The Director, in consultation with committee chairs and faculty, shall prepare and circulate the agenda prior to each meeting. Faculty may request agenda items by submitting them to the Director in advance of the meeting. Agenda items requested by faculty shall be included unless they fall outside the scope of Faculty Council authority or are deferred with an explanation provided to the requesting faculty member.

The agenda and relevant materials shall normally be distributed at least three business days prior to the meeting to enable faculty review. Time-sensitive items may be added with appropriate notice to Faculty Council members.

D. Quorum

A quorum consists of a simple majority (more than half) of voting Faculty Council members, excluding faculty on approved leave or otherwise ineligible to vote under Article II. Quorum must be established before formal votes may be taken.

E. Voting Procedures

1. **Voting Eligibility**

Voting rights and definitions of eligible faculty are defined in Article II of the bylaws. Only eligible voting faculty may cast votes.

2. **Voting Methods**

Votes may be conducted by voice vote, show of hands, written ballot, or electronic ballot, as appropriate to the matter under consideration and consistent with University policy.

3. **Electronic Voting**

When necessary, votes may be conducted electronically outside of a scheduled meeting. Electronic voting shall normally follow Faculty Council discussion of the matter, unless time-sensitive circumstances require otherwise. Electronic ballots shall specify the motion, voting deadline, and voting method. Results of electronic votes shall be shared with the Faculty Council and recorded in the official minutes of the Faculty Council.

4. **Proxy Voting**

Proxy voting is not permitted.

F. Records and Minutes

Minutes shall be recorded for all Faculty Council meetings. Minutes shall document attendance, agenda items, motions, votes, and key discussion points relevant to decisions or action items. Draft minutes shall be circulated to Faculty Council members for review and approval at a subsequent meeting. Approved minutes shall be maintained as part of the Program's official records and stored in a secure, accessible location in accordance with University records retention policies.

G. Participation and Conduct

Faculty Council deliberations are guided by principles of collegiality, respect, and constructive engagement. Discussions should reflect the Program's values of relationality, reciprocity, and integrity, support respectful engagement across differing perspectives, and adhere to University standards of professional conduct.

Faculty Council members are expected to attend and actively participate in meetings as part of their shared governance responsibilities. Consistent attendance supports quorum, informed

decision-making, and the effective functioning of the Program's shared governance processes. Faculty who are unable to attend are encouraged to notify the Director in advance whenever possible.

H. Parliamentary Guidance

The Faculty Council is committed to inclusive, respectful, and deliberative decision-making processes that reflect the Program's values of relationality, reciprocity, and collective responsibility. The Council will seek broad agreement through discussion and engagement whenever possible.

When broad agreement is not reached, the Council will move forward with decision-making through the formal voting procedures outlined in these bylaws.

Robert's Rules of Order (latest edition) may be used as a general reference for procedural guidance when needed, particularly to clarify process or structure, provided such guidance does not conflict with University or College policy or these bylaws.

I. Review and Modification of Procedures

These procedures may be revised as needed to ensure alignment with University and College policies and effective governance practices. Proposed procedural revisions may be brought forward by the Director or by any voting member of the Faculty Council.

Proposed revisions shall be distributed in writing to the Faculty Council at least two weeks prior to the meeting at which they will be considered. Procedural revisions shall require approval by a simple majority vote of those present and voting, provided quorum is met.

Procedural revisions do not require a formal bylaws amendment unless they alter provisions defined in the bylaws themselves.

Appendix B. Committee Descriptions and Procedures

This appendix outlines the structure, responsibilities, and procedures of standing and ad hoc committees within the American Indian Studies (AIS) Program. Committees support shared governance, academic quality, and effective program operations.

All committees operate in accordance with University, College, and Program policies. Nothing in this appendix supersedes Arizona State University, the College of Liberal Arts and Sciences, or Arizona Board of Regents policies.

Committee formation procedures described in this appendix implement the service assignment model defined in the bylaws.

A. Purpose of Committees

Committees provide structured opportunities for faculty participation in academic, curricular, and personnel-related matters. Committees review, deliberate, and provide input within their areas of responsibility.

B. Committee Governance and Operating Procedures

1. Membership

Committee membership is determined annually through the service assignment process outlined in the bylaws. The Director, in consultation with the Faculty Council, prepares an annual service roster assigning faculty to committees. The roster is presented to the Faculty Council for a vote, and approval constitutes election of faculty to their assigned committees.

In developing the roster, consideration is given to faculty expertise, rank, workload, and program needs. Faculty may express interest in committee service.

Members normally serve one-year terms. Continuity of membership may be maintained as appropriate to support effective committee work.

Committee composition should reflect a diversity of perspectives, areas of expertise, and rank, consistent with program values and institutional commitments.

Academic professionals or staff may serve in advisory, non-voting roles, as appropriate to the committee's charge.

2. Committee Chairs

Committee chairs are appointed by the Director from among faculty assigned through the annual service roster and normally serve one-year terms, renewable as appropriate.

Committee chairs are responsible for convening meetings, facilitating committee work, coordinating agendas in consultation with relevant program leadership, maintaining appropriate records, and communicating committee input and recommendations to the Director and, when appropriate, to the Faculty Council.

3. Committee Procedures

Committees determine their meeting schedules and operating practices consistent with their charge and University policy.

Committees maintain appropriate records of their activities and recommendations.

Committee deliberations, particularly those involving personnel matters, shall be conducted with professionalism and confidentiality.

4. Relationship to Faculty Council and Director

Committees support the work of the Faculty Council and advise the Director.

Committees serve in an advisory capacity unless otherwise specified by University or College policy.

Committee recommendations may be shared with the Faculty Council for discussion when appropriate. Final authority for academic and administrative decisions rests with the Director and appropriate higher administrative levels, consistent with University and College policy.

5. Scope of Committee Responsibilities

Committees operate within their defined charges and do not assume responsibilities assigned by University or College policy unless explicitly delegated.

Matters such as faculty workload, teaching assignments, and course scheduling are handled through established administrative processes. Committees may provide input on such matters when requested.

Committees may be charged with specific tasks or priorities by the Director, as appropriate.

6. Review and Modification

Procedures outlined in this appendix may be revised in accordance with Appendix A: Faculty Council Procedures.

Revisions do not require a formal bylaws amendment unless they alter provisions defined in the bylaws.

C. Standing Committees

1. Undergraduate Committee

Charge and Responsibilities

The Undergraduate Committee supports the development and continuous improvement of the undergraduate curriculum and student experience. The committee serves in an advisory capacity and may review materials prior to consideration by the Faculty Council.

The committee works in coordination with the Associate Director of Academic Programs, who leads undergraduate curriculum, initiatives, and assessment processes aligned with University requirements.

Responsibilities include:

- Providing input on undergraduate courses and curricular proposals
- Reviewing program requirements and student learning outcomes
- Reviewing assessment findings and identifying areas for improvement
- Identifying issues related to enrollment, retention, and student experience
- Providing input on recruitment, outreach, and student engagement strategies
- Reviewing General Studies alignment and proposals, as appropriate
- Providing input on program priorities, as requested

The committee meets as needed, typically 1–2 times per semester, and reports to the Director and Faculty Council, as appropriate.

Membership

The committee consists of faculty assigned through the annual service roster, normally including those who teach undergraduate courses.

2. Graduate Committee

Charge and Responsibilities

The Graduate Committee oversees graduate admissions, student progress, and academic policy in accordance with University, Graduate College, College, and Program policies.

Responsibilities include:

- Reviewing and acting on graduate admissions
- Conducting annual student progress reviews
- Reviewing petitions and academic standing matters
- Providing input on curriculum and program development
- Reviewing graduate policies and handbooks
- Advising on program development and enrollment
- Identifying issues related to graduate student success

The committee meets regularly and reports to the Director and Faculty Council, as appropriate.

Membership

The committee consists of faculty assigned through the annual service roster who are eligible to serve as graduate faculty.

3. Personnel Committee

Charge and Responsibilities

The Personnel Committee conducts peer review and provides recommendations related to faculty evaluation in accordance with University, College, and Program policies.

Responsibilities include:

- Conducting annual reviews
- Reviewing tenure-track progress and probationary reviews
- Providing input on promotion and career-track review
- Supporting post-tenure review processes
- Applying evaluation criteria consistently
- Providing input on evaluation guidelines, as appropriate

The committee operates within formal evaluation processes and does not replace At-Rank Tenure and Promotion Committees.

Membership

Membership consists of eligible faculty assigned through the annual service roster, in accordance with University and College requirements related to rank and evaluation eligibility.

Conflict of Interest

Members must disclose conflicts of interest and recuse themselves as required by University and College policy.

D. Specialized and Ad Hoc Committees

1. At-Rank Tenure and Promotion Committees

At-Rank Tenure and Promotion Committees are convened as needed and operate in accordance with University, College, and Program policies.

Membership is determined by the Director based on eligibility, rank, and the need to ensure appropriate expertise and impartiality.

These committees conduct independent reviews and provide recommendations to the Director.

2. Ad Hoc Committees and Working Groups

Ad hoc committees or working groups may be established by the Director to address specific initiatives or emerging program needs.

These committees are time-limited and charged with a defined scope of work. Membership is determined by the Director, consistent with University policy and, where applicable, the committee formation procedures outlined in the bylaws.

Ad hoc committees report to the Director and may provide updates or recommendations to the Faculty Council or relevant standing committees.

Appendix C: Faculty Annual Review Guidelines

1. Purpose

Annual performance reviews are conducted in accordance with Arizona State University policies and are intended to provide formative feedback, assess yearly contributions, and support faculty development. The review process promotes transparency, equity, and alignment with the mission and priorities of the American Indian Studies (AIS) program.

The annual review process is internal to the unit and is separate and distinct from promotion and tenure evaluations, which are governed by university and college policies and procedures. Annual reviews are not, in themselves, determinative of promotion or tenure outcomes.

2. Scope of Review

All benefits-eligible faculty in AIS, including tenure-track, tenured, teaching, and clinical faculty (as applicable), will undergo an annual review.

Evaluations are based on assigned workload distributions and faculty appointment and include the following areas:

- Teaching
- Research and Creative Activity
- Service

3. Timeline and Review Period

Annual reviews will be conducted in accordance with university and college deadlines.

Evaluations will focus primarily on faculty activities and accomplishments during the designated review period. Faculty may include relevant work from up to the previous three years to provide context for longer-term projects, ongoing research agendas, or sustained contributions.

4. Materials for Review

Faculty will submit annual review materials in accordance with unit and college guidelines. These typically include:

- Current curriculum vitae
- Narrative statement (see Section 5)
- Student Teaching Evaluations

5. Faculty Narrative Statement

Faculty will submit a narrative statement of no more than four (4) pages as part of the annual review.

The narrative statement provides context, reflection, and integration across areas of responsibility. It should:

- Highlight key accomplishments during the review period
- Explain the significance, impact, and trajectory of the faculty member's work
- Describe progress on longer-term projects (e.g., research agendas, community partnerships, program development)
- Clarify alignment with assigned workload distribution
- Identify challenges or contextual factors that may have shaped performance
- Articulate goals and priorities for the upcoming year

The narrative statement should not duplicate the curriculum vitae or activity report, but rather interpret and contextualize those materials.

6. Evaluation Criteria

Faculty performance will be evaluated holistically in relation to assigned workload distributions and faculty appointment. The examples listed within each category are illustrative and not exhaustive.

In accordance with **ACD 506-10**, annual evaluations will be based on multiple measures of performance and will include multiple indicators of achievement across the areas of teaching, research and creative activity, and service, distinguishing levels of performance from outstanding to unsatisfactory.

a. Workload Alignment

Evaluation of performance is based on the faculty member's assigned workload distribution (e.g., percentages for teaching, research, and service). Expectations in each category will be proportional to the assigned workload and consistent with rank and appointment type.

b. Teaching

Teaching will be evaluated based on effectiveness, ongoing improvement, and contributions to student learning, in alignment with the faculty member's workload and appointment.

Assigned instructional responsibilities—including course assignments, enrollment levels, and instructional modalities—constitute the primary area of evaluation. This includes:

- Course design, organization, and delivery, aligned with program and curricular goals
- Student engagement, learning outcomes, and assessment practices
- Participation in required teaching-related activities

Additional contributions may include:

- Mentorship and advising of students
- Curriculum development, course innovation, and new program development
- Pedagogical innovation, including effective teaching across modalities (in-person, online, and hybrid), and inclusive, accessible, culturally responsive, and/or Indigenous approaches

Teaching effectiveness will be assessed using multiple measures. Student evaluations are considered one source of evidence among others,

c. Research and Creative Activity

Research and creative activity will be evaluated based on the quality, impact, and consistency of contributions appropriate to the faculty member's appointment and workload.

Assigned scholarly and creative responsibilities constitute the primary basis for evaluation.

This includes:

- Peer-reviewed publications and scholarly books
- Creative works and scholarly outputs
- Conference presentations and invited talks
- Grant activity and funded research
- Collaborative and interdisciplinary scholarship

Additional contributions may include:

- Community-engaged and participatory research
- Public-facing scholarship and policy contributions
- Work advancing Indigenous knowledge, data sovereignty, and community priorities
- Applied and practice-based scholarship

All contributions will be evaluated based on intellectual merit, rigor, impact, and alignment with disciplinary and program expectations, and in accordance with workload distribution.

d. Service

Service will be evaluated based on contributions to the unit, institution, profession, and broader communities, in alignment with workload and appointment.

Service to the unit, college, and university is the primary area of expectation and evaluation. This includes:

- Participation in committees at the unit, school, or college level
- Contributions to program operations and curriculum
- Participation in shared governance

- Student-related service
- Leadership roles within the institution

External and professional service—including disciplinary, community, and Indigenous community-engaged work—may also be considered. This includes:

- Service in professional organizations
- Editorial work and peer review
- Conference organization
- Community-based engagement and partnerships
- Contributions to tribal, local, or national initiatives

External service is valued, particularly when aligned with the mission of AIS; however, it is generally supplemental to expected internal service unless otherwise specified in the faculty member’s workload.

7. Evaluation Ratings

Faculty performance will be evaluated using a five-point scale, consistent with **ACD 506-10 requirements** for distinguishing levels of achievement from highest to lowest performance. Teaching, Research and Creative Activity, and Service will each receive a separate rating.

Rating Scale:

5 – Outstanding

Performance substantially exceeds expectations and demonstrates sustained excellence and significant impact.

4 – Exceeds Expectations

Performance consistently exceeds expectations and demonstrates strong impact and effectiveness.

3 – Meets Expectations

Performance meets expectations appropriate to rank, workload, and appointment.

2 – Needs Improvement

Performance does not consistently meet expectations.

1 – Unsatisfactory

Performance fails to meet expectations in significant ways.

8. Review Process and Application of Ratings

- Each category will be evaluated and rated separately.
- Ratings will reflect expectations proportional to assigned workload and will be based on multiple sources of evidence within each category.

- The overall evaluation is a holistic assessment and not a simple average of category ratings.
- Greater weight is given to areas with higher workload allocation.
- The Personnel Committee will review submitted materials and provide an advisory recommendation to the Program Director.
- The Program Director will conduct an independent review of all materials, assign final ratings, and prepare a written annual evaluation.
- The Program Director exercises professional judgment in evaluating faculty performance and assigning ratings, taking into account the totality of the faculty member's contributions in relation to workload, rank, and program priorities.

9. Faculty Acknowledgment, Response, and Improvement

- Faculty members will acknowledge receipt of the evaluation in accordance with university procedures; acknowledgment does not imply agreement.
- Faculty may submit a written response for inclusion in the official file.
- If a faculty member receives a rating of Needs Improvement or Unsatisfactory, the Program Director may develop, in consultation with the faculty member, a plan for improvement consistent with university and college policies.

10. Merit and Workload Considerations

Annual reviews may inform merit increases, workload adjustments, and resource allocation, in accordance with university and college policies.

Evaluations will consider rank and the scope and impact of contributions.

11. Development and Goal Setting

Annual reviews are intended to support faculty development. Evaluations should provide constructive feedback, identify areas for growth, and support progress appropriate to rank and appointment.

Faculty are encouraged to articulate goals for the upcoming review period.

12. Relationship to Promotion and Tenure

Annual reviews assess yearly performance and may reference progress toward promotion. Promotion and tenure decisions are based on a comprehensive review of a candidate's record and follow separate unit, college, and university criteria and procedures.

12. Appeals

Faculty members have the right to appeal their annual evaluation.

A written appeal must be submitted within **30 calendar days** of receipt of the evaluation to the next higher level of review, in accordance with university and college policies and procedures.