

# TOWSON UNIVERSITY THEATRE ARTS DEPARTMENT POLICY ON APPOINTMENT, RANK AND TENURE OF FACULTY (September, 2014)

## SECTION A: PROCEDURES

### I. Expectations for Faculty

All Theater Arts Department faculty members are expected to conform to those standards set forward in the Towson University Policy on Appointment, Rank, and Tenure of Faculty, as well as the Theatre Arts Department Standards and Expectations document. In case of dispute, the University or College of Fine Arts documents will take precedence. The appropriate departmental tenure, rank, and merit committees must conduct all procedures outlined below.

The Theatre Arts Department will follow the Towson University Annual Review, Reappointment, Third Year Review, Merit, Promotion, Tenure, and Comprehensive Review as laid out in the Towson University Policy on Appointment, Rank, and Tenure of Faculty

All deliberations pertaining to annual faculty evaluations, reappointment, merit, tenure, promotion, and comprehensive review at all levels shall be confidential.

### II. Procedures

#### A. Committee Composition and Roles

##### 1. Tenure Committee

###### a. Composition

The departmental tenure committee will consist of the tenured faculty.

###### b. Responsibilities

- i. Careful review of the dossiers of candidates applying for tenure.
- ii. Assessment of the candidate's abilities and potential to serve as a tenured faculty member.
- iii. Making recommendations to the Dean of the College of Fine Arts and Communications (COFAC), the COFAC P&T Committee, and the Provost.
- iv. Offering recommendations to the candidate on a yearly basis to support the candidate in advancement to tenure.

- c. Should the department have fewer than three (3) tenured faculty members, the Theatre Arts Department will follow the guidelines in the Towson University Policy on Appointment, Rank, and Tenure of Faculty to supplement the committee with tenured faculty members from other departments.

##### 2. Rank Committee

###### a. Composition

- i. The departmental rank committee will consist of the tenured departmental faculty who hold higher academic rank than the person to be evaluated.
- ii. In cases where there are not at least three faculty members eligible to serve on that committee, additional members must be appointed. The Chairperson of the Departmental P&T Committee, in consultation with the faculty member, the Department Chairperson and/or the Dean, will choose a list of suitable candidates to fill the position(s) from other COFAC departments as are needed to bring the total to three. Theatre faculty being

evaluated must approve all committee candidates from other departments that assist in the evaluation process.

b. Responsibilities

- i. Careful review of the dossiers of candidates applying for promotion.
- ii. Assessment of the candidate's abilities and potential to serve at the rank for which they have applied.
- iii. Making recommendations to the Dean of the College of Fine Arts and Communications (COFAC), the COFAC P&T Committee, and the Provost.
- iv. Offering recommendations to the candidate on a yearly basis to support the candidate toward promotion.

3. Merit Committee

a. Composition:

The departmental merit committee will include all tenured faculty.

b. Responsibilities

- i. Careful review of the dossiers of candidates applying for merit.
- ii. Assessment of the candidates success in fulfilling or surpassing workload agreements in accordance with the standards and procedures established in the Towson University Policy on Faculty Evaluation for Promotion, Tenure/Reappointment, and Merit, and the Theatre Arts Department Merit Document.
- iii. Making recommendations to the Dean of the College of Fine Arts and Communications (COFAC), the COFAC P&T Committee, and the Provost.
- iv. Offering recommendations to the candidate on a yearly basis to support the candidate in achieving merit.

4. Comprehensive 5 Year Review Committee

a. Composition:

The departmental comprehensive review committee shall be the same as the faculty member's Rank committee. Tenured faculty members are encouraged to submit feedback to the Rank committee prior to the review and vote.

b. Responsibilities

- i. Careful review of the dossiers of candidates applying for 5 Year Review.
- ii. Assessment of the candidates success in meeting the standards and procedures established in the Towson University Policy on Faculty Evaluation for 5 Year Review.
- iii. Making recommendations to the Dean of the College of Fine Arts and Communications (COFAC), the COFAC P&T Committee, and the Provost.
- iv. Offering recommendations to the candidate on a yearly basis to support the candidate in achieving a positive 5 Year Review.

5. Role and Duties of the Department Chairperson

The department chairperson is a non-voting member of all tenure and rank committees. He or she serves in an advisory capacity to those committees.

The chairperson is responsible for:

- a. Attending all Rank and Tenure, Merit, and 5 year Review Committee Meetings. The chairperson is not present for deliberations or votes on his or her dossier.
- b. Coordinating all meetings, forms, and reports relating to first year tenure track faculty.
- c. Preparing and submitting the Chairperson's Annual Review (CAR) to the Dean.
- d. Preparing and coordinating faculty evaluations of the chair as required.
- e. Delivering the written recommendations and decisions of the committees to the candidates by the appropriate deadlines. Face to face meetings are preferable, but in the case of medical conditions, sabbatical, or research travel, exceptions may be made.
- f. Delivering appeals of merit or promotion and tenure decisions to the P&T chairperson and dean.
- g. Insuring that copies of appropriate materials are placed into the candidate's files.
- h. Coordinating P&T meetings with the Chair of the Department P&T Committee.
- i. Maintaining communications with faculty, staff, the Dean, and Provost, as needed, in regard to the P&T process.

## 6. Role and Duties of the Chairperson of the Promotion & Tenure Committee

The P&T Committee Chairperson shall be:

- a. A tenured associate or full professor in the Theatre Department
- b. Elected by a majority vote of all tenured and tenure-track faculty. Elections shall be held on or before May 1st.
- c. Elected to a 3-year term of office, commencing on July 1st and ending on June 30th.
- d. The chairperson of the promotion and tenure committee may be elected to unlimited successive terms.

Duties of the P&T Committee Chairperson include:

- a. Informing faculty of the P&T calendar and distributing appropriate forms and notices.
- b. Assuring that faculty members submit the appropriate P&T packages by deadlines.
- c. Scheduling departmental P&T meetings with the department chairperson.
- d. Leading committee proceedings.
- e. Insuring that discussions remain centered on P&T issues only.
- f. Conducting and recording votes, or designating another member to do so.
- g. Serving as a mentor to non-tenured faculty, or designating such mentors.
- h. Preparing and delivering the following materials to the college P&T committee:
  - i. Portfolios of faculty members applying for promotion, tenure reappointment, or five-year review.
  - ii. The Summary Page of Promotion, Tenure, and Reappointment decisions.
  - iii. A folder containing the Summary of Merit Decisions and the merit recommendation letters for each tenure/tenure track faculty member.
  - iv. A folder containing reappointment, promotion, and tenure recommendation letters for each tenure/tenure track faculty member eligible for any of those reviews.
  - v. Appeals of merit or promotion and tenure decisions as directed by the chairperson.

## B. Voting

Voting of the departmental tenure, rank, merit, and comprehensive review committees shall be by secret ballot; votes shall be read aloud and vote totals recorded by the coordinator. The vote count will be reported,

All members of all committees are expected to participate fully in the P&T proceedings. If a member is unable to participate due to documented reasons of health, leave of absence, sabbatical or unavoidable research travel, voting may proceed if a quorum of at least 2/3 of the members of the committee are available. A faculty member may request that absent members be replaced by additional, appropriate faculty members from the College. The faculty member must approve all such replacements.

Faculty on sabbatical or other approved leave may vote on P&T decisions only if they have complied with all expectations, including study of the dossiers and presence and participation in all deliberations. In the case of a tie vote, discussion shall continue until a majority vote is reached.

### **III. Reappointment**

#### **A. Criteria**

Criteria for reappointment are those established by the Appointment, Rank, and Tenure of Faculty and the Theatre Arts Department Standards and Expectations document.

#### **B. Procedures**

All decisions regarding reappointment of tenure-track faculty will be reached by the departmental Tenure Committee. Recommendations for reappointment are made in accordance with standards established in the Towson University Policy on Appointment, Rank, and Tenure of Faculty, and the Theatre Arts Department Standards and Expectations document, and by a majority vote of the Tenure Committee. The vote tally will be reported.

#### **C. Third Year Review**

In a tenure-track assistant professor's third year, the Rank and Tenure Committee shall conduct a mock evaluation for tenure and promotion. The faculty member shall submit materials for the previous two years as if s/he were applying for tenure and/or promotion, and the Rank and Tenure committee shall evaluate the materials and indicate to the faculty member, in writing: a) whether or not the faculty member's work to date is leading towards a positive tenure and/or promotion decision and b) what expectations the Rank and Tenure committee has for a positive decision at the end of the tenure-track period.

#### **D. Standards and expectations for Reappointment**

- a. Knowledgeable of emerging needs in one's field
- b. Refinement, updating, and improvement of courses that one teaches
- c. Effective and successful participation in course and program development that is based on established scholarship, best practice, and/or one's sustained experience with practitioners in one's field
- d. Demonstrated leadership in course and program development
  - i. Carefully planned and well-organized course syllabi

- ii. Expertise and currency in the content of one's teaching
- iii. Availability to students
- iv. Strong evidence of potential for meeting the standards for tenure at the time of the tenure decision

#### **IV. Tenure**

##### **A. Criteria.**

Criteria for the granting of tenure are those established by the Towson University Policy on Appointment, Rank, and Tenure of Faculty and the Theatre Arts Department Standards and Expectations document.

##### **B. Procedures.**

All decisions regarding tenure will be reached by the departmental Tenure Committee. Recommendations for tenure are made in accordance with standards established in the Towson University Policy on Appointment, Rank, and Tenure of Faculty and the Theatre Arts Department Standards and Expectations document and by a majority vote of the Tenure Committee. The vote tally will be reported.

#### **V. Promotion**

##### **A. Criteria**

Criteria for promotion are those established by the Towson University Policy on Appointment, Rank, and Tenure of Faculty and the Theatre Arts Department Standards and Expectations document.

##### **B. Procedures**

All decisions regarding promotion will be reached by the departmental Rank Committee. This committee will make recommendations for promotion in accordance with standards established in the Faculty Handbook and by a majority vote. The vote tally will be reported.

##### **C. Standards for tenure and promotion to Associate Professor**

- a. The standards for reappointment (see Section A, III D above)
- b. Effective Advising (see Section B, I B below)
- c. Excellence in at least one area of teaching, scholarship, or service, with effective standards in the other areas as defined in Section B below.

##### **D. Standards for tenure and promotion to Professor**

- a. The standards for tenure and promotion (see above)
- b. Demonstrated leadership in at least one area of teaching, scholarship, or service at the Department, College, and/or University levels.

#### **VI. Merit**

##### **A. Criteria**

Criteria for the granting of Merit are those established by the Towson University Policy on Appointment, Rank, and Tenure of Faculty and the Theatre Arts Department Standards and Expectations document.

#### B. Procedures

All decisions regarding Merit will be reached by the departmental Tenure Committee. Recommendations for Merit are made in accordance with standards and procedures established in the Towson University Policy on Faculty Evaluation for Promotion, Tenure/Reappointment, and Merit and the Theatre Arts Department Merit Document and by a majority vote of the Tenure Committee. The vote tally will be reported.

### **VII. Appeal Procedures**

#### A. Criteria

Criteria for the appeal of any decision by the departmental Rank Committee or Tenure Committee are those established by the Towson University Policy on Appointment, Rank, and Tenure of Faculty. There are three (3) types of appeals. Substantive appeals refer to perceived errors in judgment by either department and/or college PTRM committees, the department chairperson, the dean and/or the Provost with regard to evaluation of the faculty member's performance. Procedural appeals relate to alleged errors in the procedures followed in the review, recommendation and notification process. Appeals alleging unlawful discrimination in race, color, religion, age, national origin, gender, sexual orientation and disability shall follow the specific procedures described in Towson University policy 06.01.00 "Prohibiting Discrimination on the basis of Race, Color, Religion, Age, National Origin, Sex and Disability."

#### B. Procedures

The appeal of a decision by either the departmental Rank Committee or the Tenure Committee should follow the options and calendar set forward in the Towson University Policy on Appointment, Rank, and Tenure of Faculty. Such an appeal should be made within 21 days of notification of the decision. Substantive appeals of a departmental decision go to the COFAC PTRM chairperson.

### **VIII. Amendment of Promotion and Tenure Documents**

The departmental promotion and tenure documents shall be approved annually by a majority vote of the tenured and tenure-track faculty, on or before the second Friday in February. Any faculty member may propose changes to the documents. The department committee PTRM recommendations for changes to the document will be forwarded to the COFAC PTRM Committee, where, if approved, they will be forwarded to the dean of COFAC. The dean will forward those recommendations to the Provost.

### **IX. Documents Included**

- A. Section B. Theatre Arts Department Standards and Expectations for Reappointment, Merit, Tenure, Promotion, and Comprehensive Review of Faculty
- B. Section C. Theatre Arts Department Statement of Criteria and Procedures for Determining Merit.
- C. Section D. Theatre Arts Department Statement of Standards and Expectations for New Tenure Track Faculty.
- D. Section E. Theatre Arts Department Comprehensive Review Procedures
- E. Section F. Calendar

## **SECTION B: STANDARDS AND EXPECTATIONS FOR REAPPOINTMENT, MERIT, TENURE, PROMOTION, AND COMPREHENSIVE REVIEW OF FACULTY**

### Preamble:

The ongoing evaluation of faculty is based upon the three areas of teaching, scholarship, and service. The Theatre Department recognizes that teaching is the primary mission of Towson University; a commitment to excellent teaching is expected of all faculty members. Scholarship and service are the other two dimensions of an effective faculty member. While a faculty member's emphasis may vary among the three areas throughout his or her career, none of the dimensions may be excluded, and teaching must always remain the primary area of emphasis. (Special exceptions would include a sabbatical year, a specially funded project, or other types of extraordinary assignments.)

The overarching principle of faculty evaluation is growth. Throughout their careers, faculty members should continually develop their levels of expertise, the significance of their activities, and the diversity of their abilities. The Theatre Department accepts a broad range of activities for inclusion in the evaluation process, not wishing to impose a restrictive formula for progress. However, the determination of the significance of those activities for the purposes of reappointment, merit, tenure, promotion, and comprehensive review is the province of the appropriate faculty committees and, ultimately, the Provost.

The standards and expectations outlined below shall be used consistently in evaluation of faculty for reappointment, tenure, promotion, merit, and comprehensive review. The documents that should be included in the evaluation portfolio materials for annual review of all tenured faculty are:

AR (Annual Report Parts I & II) Forms;  
Current Curriculum vitae;  
Syllabi of courses taught during the year under review;  
Student evaluations  
Grade distributions  
Documentation of scholarship and service.

Tenure-track faculty should also include peer and/or chairperson's evaluation(s) of teaching signed by faculty member and the evaluator.

### Guiding Principles:

It is the individual faculty member's responsibility to articulate his or her intentions to complete work in the areas of teaching, scholarship and service as part of the Annual Faculty Workload Agreement. The document should address activities for the coming year in the context of the faculty member's long-term goals for tenure and/or promotion. Yearly and long-term goals may be modified throughout the year in consultation with the chairperson to address changes in the needs of the department or the opportunities in the faculty member's career.

It is the responsibility of the appropriate tenure and rank committees to evaluate those materials without bias and to the best of their ability as peers, and to provide annual feedback to the faculty member.

While the expectations listed below provide guidelines, the system of peer evaluation relies on an inherent trust in the professional judgment of one's colleagues, and not on quantifiable formulae.

## **I. Specific Expectations for Teaching**

- A. Criteria of excellent teaching. All faculty members are expected to maintain consistently high standards of teaching as defined in the University Promotion and Tenure Documents.

Characteristics of excellent teaching are:

1. Thorough knowledge of the discipline or field of practice
2. Continuing development of techniques and activities in classroom instruction and evaluation of students
3. Use of technology that is appropriate for the course of instruction
4. Motivating and mentoring students in and out of the classroom by providing constructive commentary and guidance on their work.
5. Excellent student response to instruction as evidenced by student evaluations and other tangible forms of feedback. Excellence on the standard student evaluation form is 4.0 or above on a 5 point scale. For new faculty in their first 3 semesters, excellence on the standard student evaluation form is 3.5 on a 5-point scale.
6. Recognition by peers of teaching excellence, as evidenced by internal or external peer evaluations or review.
7. A willingness to receive commentary and feedback from peers and students, in a continuing effort to maintain teaching vibrancy and effectiveness.
8. Collaborative or interdisciplinary work and civic engagement.

## **B. Advising**

All full-time faculty members are expected to engage in effective formal and informal academic advising within the major and minor. Advisees will be assigned through the department.

Faculty members are expected to:

1. Remain informed of academic regulations and requirements especially as they pertain to the major and minor.
2. Be available to their advisees, specifically prior to the registration period each semester.
3. Offer ongoing academic and professional advice to their advisees and students.
4. Distribute advising evaluations as required by the college and university.



**NOTE:** Faculty advising responsibilities in no way supersede the individual student's responsibility to be aware of and to follow all university regulations, and to be responsible for his or her own progress towards completion of the degree.

## C. Methods of evaluation of teaching

### 1. Student evaluations

Student evaluations of instruction are a required part of the evaluation of faculty. Such an evaluation must be recognized for what it is: one kind of evaluation, and to be considered only in concert with all other measures of teaching effectiveness.

Student evaluations shall be conducted in such a manner to assure confidentiality of the student.

Tenured and tenure-track faculty shall be evaluated for all courses taught. This includes all on-load, off-load, on-line, traditional classroom, and hybrid courses taught during the academic year, minimester, and summer terms.

### 2. Peer Evaluation

All tenure-track faculty members must be evaluated at least once annually by at least two members of their tenure committee. It is the responsibility of the Peer Evaluations Coordinator of the P&T Committee to make arrangements for peer evaluations.

Peer Evaluation includes

- a. Classroom observations of graduate and undergraduate classes. Evaluators should strive over time to visit each of the different classes taught by those being evaluated.
- b. Studio and/or lab observation (e.g. rehearsals, workshops)
- c. Review of syllabi, textbooks, examinations or final presentations
- d. Other instructional materials
- e. Grading practices

### 3. Tenured Faculty Review

Tenured faculty must be evaluated at least once every five years by at least two members of their rank committee, although more frequent evaluation is recommended.

### 4. External Reviewers

It is strongly suggested that faculty invite external reviewers from their field to review their teaching and/or academic or creative scholarship at least once every five years. If at any level confidential external reviews are solicited pursuant to departmental or college promotion and tenure policies, they will remain confidential and will not be made available to the faculty member. These reviews will not be included in the faculty evaluation portfolio, but will be forwarded under separate cover to each subsequent level of review.

### 5. Other student or faculty praise or complaints

Specific student or faculty comments, positive or negative, may be considered if:

- a. They are submitted in writing to the faculty member and the department chair,
  - b. The faculty member is made aware that they are being considered in promotion, tenure, review, or merit decisions,
  - c. The faculty member is given the opportunity to respond in writing.
- Other methods of teaching evaluation (e.g. observation by peers outside the department) may be considered with the consent of the faculty member and his or her tenure/rank committee.

#### D. Methods of Evaluation of Advising

Evaluation of advising shall follow practices prescribed in the Faculty Handbook.

## II. Scholarship and Creative Activity

**Scholarship** is widely interpreted and takes many forms, which includes the scholarship areas of discovery, integration, application, and teaching.

**Discovery:** closest to what is traditionally known as original research. It includes “the creative work of faculty in the literary, visual, and performing arts.”

**Integration:** involves faculty members in “overcoming the isolation of the disciplines.” It is “serious, disciplined work that seeks to interpret, draw together, and bring new insight to bear on original research.”

**Application:** attempts to “solve consequential problems of the larger society” by applying original scholarship or interpretation to concrete problems.

Teaching: study, development, and practice of pedagogy.

(Taken from Glassick, Charles E., Mary Taylor Huber, and Gene I. Maeroff, *Scholarship Assessed: Evaluation of the Professoriate*. An Earnest L. Boyer Project of the Carnegie Foundation for the Advancement of Teaching. San Francisco: Jossey-Bass, 1997. See TU Faculty Handbook.)

No one area of scholarship is privileged over another. In fact, faculty members may engage in several at once, or may shift their emphasis from year to year.

#### A. Appropriate Kinds of Scholarship and Creative Activity

Because theatre is a discipline that includes many fields, the following list includes the most common examples of scholarly and creative activity. The list is not comprehensive.

1. **Productions:** designs, directing, acting, technical work, coaching.
2. **Formal publication:** books, articles, play scripts, reviews, conference papers, essays, lectures, workshops, invited panels, exhibition and/or demonstration of designs.

3. **Serving as peer reviewer**, adjudicator, reader for professional organizations, or serving on dissertation or final project committees.
4. **Related artistic expression**: fiction, poetry, multi-media projects, musical composition, choreography
5. **Academic preparation**: degree study, coursework, professional training, retreats, conference participation, workshop participation

## B. Criteria for Evaluation

As stated above, evaluation of scholarly/creative activity relies on the best judgment of a committee of peers.

**Committees will evaluate the faculty member's aggregate scholarly and creative activity for the year, considering the following factors:**

1. **Level of expertise**: how challenging was the activity in relation to the faculty member's training, experience, and preparation?
2. **Significance**: how important was the activity in the field? Did it have local, regional, national, or international impact? Was it innovative? To what degree was it recognized by experts in the field?
3. **Diversity of abilities**: do scholarly and creative activities for the year include a variety of forms? Did the faculty member try out new areas of activity?
4. **Amount of activity**: how much time and energy was expended on scholarly and creative activity? To what degree did it meet or exceed expectations as outlined in the Work Load document?

There is no formula for the application of these criteria. The committee will conduct a holistic evaluation of all activities presented for consideration. The primary consideration for tenure and promotion decisions is the growth and development of the faculty member.

## III. Service

### . Departmental Standards and Expectations for Service

The evaluation of service for faculty members shall rely on evidence of service contributions consistent with the faculty member's workload agreements. Evaluation should consider the extent and quality of service, not the mere fact of membership on a committee or a position held. The faculty member should sufficiently explain the type or substance of service outside the university to allow colleagues a reasonable basis for judgment of its extent and its relation to the mission of the university. Although diverse profiles of service contributions are anticipated among candidates, it is expected that, over time, all candidates will demonstrate service in the three domains identified below: to the university, to the profession, and to the community. Outstanding contributions at one level can balance more routine service at another level.

#### A. Service to the University

The standards for **reappointment** as instructor or Assistant Professor:

1. Involvement in the institution's faculty governance structure at program, department, College, and/or University levels.
2. Contributions to the institution that are focused and draw upon one's professional expertise.

The standards for **tenure and promotion to Associate Professor**:

1. Sustained participation in the institution's faculty governance structure at program, department, College, University and/or System levels.
2. Sustained contributions to the institution that are focused and draw upon one's professional expertise.
3. Advocacy in addressing important institutional issues
4. Recognition by the department, college, or university of the quality and impact of one's service.

The standards for **Promotion to Professor**: The standards for tenure plus these additional standards:

1. Leadership in addressing important institutional issues
2. Distinction in the quality of one's service to the institution at program, department, College, University, and/or System levels

#### B. Service to the profession

Professional service includes activities in professional organizations or participating in other venues external to the university (local, regional, national or global) in which one's expertise is applied and which advance the university's mission.

Standard for **reappointment** as instructor or Assistant Professor: Involvement with practitioners and/or with professional organizations

Standard for **tenure and promotion to Associate Professor**: Sustained involvement with practitioners and/or professional organizations

Standard for **promotion to Professor**:

1. The standard for tenure and promotion
2. Leadership in addressing issues in one's field
3. Distinction in the quality of one's service or performance

#### C. Service to the community

Standard for **reappointment**: Involvement in and/or engagement of the larger community (local, regional, national, or global) outside the university in ways that may or may not be directly related to one's academic expertise, but in ways which advance the department's, college's, or university's mission

Standard for **tenure and promotion to Associate Professor**: Sustained involvement in and/or engagement of the larger community in ways which advance the department's, college's, or university's mission

Standards for **promotion to Professor**:

1. The standard for tenure and promotion
2. Leadership in collaboratively addressing issues important to the community
3. Distinction in the quality of one's service or performance

## **SECTION C: STATEMENT OF CRITERIA AND PROCEDURES FOR DETERMINING DEPARTMENTAL MERIT**

### **I. Definitions**

Each full-time faculty member will receive an annual evaluation in order to determine a recommendation for one of the following three levels of departmental merit. Each level receives a different salary award, determined annually by the Provost's office and dependent upon the university budget.

- A. Not Meritorious**: Cost of living increase only (if available). Faculty member whose performance fails to adequately meet explicit standards of teaching, scholarship and service as outlined in the Workload Agreement document, and according to the standards set out in the Faculty Handbook and the departmental Standards and Expectations document.
- B. Satisfactory (base merit)**: Cost of living increase (if available) plus base merit (if available). Faculty member whose work meets the expectations in teaching, scholarship, and service as outlined in the Workload Agreement document, and according to the standards set out in the Faculty Handbook and the departmental Standards and Expectations document. This is the solid citizen who performs his or her job in a competent manner.
- C. Excellent (base merit plus one increment)**: Cost of living, base merit, plus one additional merit increment as determined by the university. Faculty member who is deemed satisfactory in all three areas of teaching, scholarship, and service as outlined in the Workload Agreement document, AND according to the standards set out in the Faculty Handbook and the departmental Standards and Expectations document AND who excels in at least one of the three areas. To "excel" is to perform significantly beyond expectations, as determined by the faculty member's merit committee and the workload agreement.

### **II. Criteria**

Criteria for the determination of merit awards are those outlined in the Theatre Arts Department Statement of Standards and Expectations document. University and College documents take precedence when criteria are unclear or contradictory.

### **III. Procedures**

- A. **Merit Committee:** each faculty member’s merit committee will be the same as his or her tenure committee.
- B. **Voting:** each member of a faculty member’s merit committee will review the faculty member’s P&T materials and register a secret vote for one of the three categories: no merit, base merit, or base merit plus one. The outcome will be determined by adding the value of the votes using the following system:

<b>No merit</b>	<b>= 0</b>
<b>Base merit</b>	<b>= 1</b>
<b>Base merit plus one</b>	<b>= 2</b>

The sum will be divided by the number of people on the committee, the product determining the level of merit to be awarded. When the product is less than half, the figure is rounded down to the next lower number; when the product is half or more, the figure is rounded up to the next higher number.

C. **First-Year Faculty**

First-year faculty *may* be considered for annual merit based on their work during the previous P&T cycle (June 1<sup>st</sup> – May 31<sup>st</sup>), although no Workload Agreement will ordinarily be in place. The merit committee may also consider substantiated positive or negative indications of the new faculty member’s work from June 1st through November 1<sup>st</sup> of the current P&T cycle. (New faculty members must be informed of all P&T recommendations by the second Friday in November.)

D. **Calendar and Appeals**

The merit process shall follow the Towson University Promotion, Tenure/Reappointment, and Merit Calendar.

Appeals of departmental decisions shall follow the policies laid out in the Towson University Policy on Appointment, Rank, and Tenure of Faculty

**SECTION D: STANDARDS AND EXPECTATIONS FOR NEW TENURE-TRACK FACULTY**

**I. Faculty members will abide by the following documents:**

- A. The *Faculty Handbook*, especially those sections which address faculty rights and responsibilities, contractual policies, and policies for promotion, merit, and tenure review.
- B. The policies and procedures of the College of Fine Arts and Communications Promotion and Tenure Committee.
- C. The policies and procedures set forth in the Department of Theatre Arts promotion and tenure documents.

**II. Faculty members will observe the following general University and College of Fine Arts and Communications expectations:**

- A. Excellence in teaching.
- B. Professional growth and scholarly activity.
- C. Service to the department, college and university, including academic advising.
- D. Collegiality and academic citizenship as defined for the Theatre Arts Department in section III, E below.
- E. Possession of the appropriate terminal degree. Faculty members who do not hold an earned doctorate, Master of Fine Arts, or other appropriate terminal degree at the time of appointment are expected to earn that degree as soon as possible. Only in extraordinary cases will tenure be recommended for an individual not holding the doctorate, MFA, or other appropriate terminal degree.

**III. Faculty members will observe the following more specific Department of Theatre Arts requirements.**

*While the Theatre Arts Department adheres to the expectations listed above, the fulfillment of these expectations does not guarantee either tenure or promotion.*

- A. **Teaching:** Faculty members are expected to teach those courses and assume those responsibilities for which they were hired and/or are qualified by experience and/or academic training. Such courses and responsibilities are determined each semester by the department chairperson in consultation with the faculty member.
- B. Faculty members are expected to continue their academic growth throughout their careers. Faculty members who do not hold a terminal degree at the time of appointment are expected to earn the degree as outlined in University P&T documents and/or hiring ads. All faculty members are expected to continue their research, training, and involvement in professional organizations in order to enhance their abilities as teachers and contributions to the profession. The University recognizes and follows the Boyer categories of scholarly activity.
- C. **Service.** Additional faculty responsibilities include adherence to departmental policies, active participation in advising students, attendance at Departmental and University meetings, service on Departmental and University committees, appropriate participation in Departmental productions, and other responsibilities the Department may request.
- D. **Collegiality.** In consideration of Promotion, Tenure, Reappointment and 5 Year Review, faculty members are expected to help maintain conditions in the department which are conducive to the artistic and academic development of faculty and students. Most important in this regard are: assisting positive reinforcement, showing respect for the dignity and artistic and academic freedom of others, and engaging in constructive criticism. Collegiality also requires cooperation in working towards the common goals of the department. The above is in no way intended to restrict faculty's artistic, academic, or intellectual freedom.
- E. A faculty member's Departmental Expectations and Responsibilities will not be changed without their knowledge.

#### **IV. Overall Performance Evaluation**

An overall performance evaluation, supported by the Faculty Annual Report, peer evaluations, and student evaluations will be the basis for all recommendations of merit increments, reappointment, promotion, and tenure. The quality of all activities -- teaching, scholarship, and service -- is assessed by the department committees and the college committee in arriving at recommendations. Guidelines for the annual evaluation are outlined in the Department of Theatre Arts' statement of "Standards and Expectations for Reappointment, Merit, Tenure, Promotion, and Comprehensive Review of Faculty" (attached). The following will be considered in this evaluation:

- A. Excellence in teaching, as evidenced by peer evaluations (including classroom observations and related instructional activities; review of syllabi, textbooks, examinations, and other materials; review of grading standards and procedures), student evaluations, and advising activities, as they are part of the teaching process.
- B. Scholarly activity and professional growth.
- C. Service to the department, the college, the university, and (where appropriate) to the profession and/or the community.

#### **V. Probationary Period**

The probationary period shall be that stipulated in the faculty member's letter of appointment. Normally, and unless stated otherwise in the letter of appointment, the probationary period shall be six years at the rank of Assistant Professor.

The department may in exceptional circumstances make a tenure recommendation earlier than the normal tenure review date. Any recommendation for promotion prior to the normal tenure review date must be accompanied by a recommendation for tenure, and follow the guidelines in the University's ART document.

#### **VI. Specific expectations of new faculty members**

Each newly appointed faculty member is asked to complete certain assignments related to the area(s) of specialization in which he/she was hired. The specific expectations for your first year of employment are noted below. In subsequent years, this document will be replaced by the Annual Faculty Workload Expectations document (AFWE).

##### **A. Identification**

Name:  
Rank:  
Date of appointment:  
Area(s) of specialization:

##### **B. Assignments**

###### **1. Teaching**



- a. **On-load:** includes all activities considered part of the “teaching load,” normally 9 or 12 credit hours per semester.

Undergraduate lower level (100-200):

Undergraduate upper level (300-400):

Graduate level (500-800):

Directing or Designing assignments

- b. **Off-load:** all faculty members are expected to assist, where feasible, in supervising or mentoring a small number of student independent study projects. A larger number of credits for independent study in a given semester may be included as part of the teaching load according to the USM formula (see Faculty Handbook).

2. **Course Development:** (List existing courses the faculty member is expected to revise, new courses the faculty member is expected to develop -- where possible, give timetable.)
3. **Advising:** (Specify when the faculty member is expected to begin advising and whether advising will be for a specific subset of majors)
4. **Scholarship:** Achieve a consistent record of high quality scholarly growth, through publication as publications is defined by the department in a field or fields appropriate to your area of specialization; for specifics, see the Department of Theatre Arts statement of Standards and Expectations for Reappointment, Merit, Tenure, Promotion, and Comprehensive Review of Faculty (attached).
5. **Service:** (List expectations concerning committee service and any specific departmental duties the faculty member has been hired to do (e.g., serve as coordinator of a program, a concentration, or an institute; serve as lab manager, etc).

C. **Assignments:** Assignments for subsequent years will be determined annually by the chairperson in consultation with you, based on the University's workload policy, and with reference to the promotion and tenure and merit policies, and will be incorporated into an annual agreement on faculty workload expectations.

D. **Signatures:** Faculty Member, Department Chairperson, and Dean.

## **SECTION E: PROCEDURES FOR COMPREHENSIVE REVIEW OF TENURED FACULTY**

In accordance with USM and Towson University guidelines, the Department of Theatre Arts adopts the following policies and procedures for Comprehensive Review of Tenured Faculty. This document follows the “Comprehensive Review Policies and Procedures – Towson University”. In the case of any dispute, the university document shall supersede this departmental document.

### **I. General Policies**

All tenured faculty members will be reviewed at least once every five years. A review for promotion shall be considered a comprehensive review.

## **II. Selection of Faculty to be Reviewed**

The schedule for reviews (attached) has been approved by a vote of the full-time faculty.

## **III. Review Committee**

The comprehensive review committee shall be the same as the rank committee. All faculty members are encouraged to submit their feedback to the Rank Committee.

## **IV. Expectations, Basis for Review, and Sources**

Faculty shall be reviewed in the areas of teaching, scholarship, and service. Expectations and criteria shall follow the departmental promotion and tenure documents.

Sources shall be the same as those used for annual review, covering a period of the previous five years. Supporting materials previously submitted need not be submitted again, although verification or clarification may be requested by the review committee.

Faculty teaching shall be observed by at least one member of the review committee in the year before the comprehensive review, and a written observation report shall be included in the review materials.

## **V. Method of Review**

The faculty member shall submit a reflective comprehensive summary consisting of no more than five typed pages analyzing the preceding five years of his or her work.

The final evaluation shall be written by the review committee, indicating whether or not the faculty member is meeting expectations and in which areas. The report shall be presented to the faculty member, the chairperson, the dean, and the provost, and shall be considered in decisions for promotion, merit pay, and other rewards.

## **SECTION F: Calendar**

- A. **The Third Friday in June:** All faculty members submit an evaluation portfolio to the department chair.
- B. **The Third Friday in September:** Final date for faculty to inform the department chair of their intention to apply for promotion or tenure in the following academic year. Final date for faculty to add information to update their evaluation portfolio for work that was completed before June 1. First year faculty members must finalize the Statement of Standards and Expectations for New Tenure-Track Faculty (SENTF) with the department chairperson.
- C. **The Fourth Friday in September:** Department chairperson notifies department faculty, dean, and Provost of any department faculty member's intention to be reviewed for promotion and/or tenure in the next academic year.

- D. **The Second Friday in October:** Department PTRM committee's reports with recommendations and vote count on all faculty members are submitted to the department chairperson.
- E. **The Fourth Friday in October:** Department chairperson's written evaluation for faculty considered for reappointment in the first through fifth years, promotion, tenure, and comprehensive five-year review is added to the faculty member's evaluation portfolio and conveyed to the faculty member. The department chairperson will place his/her independent evaluation into the evaluation portfolio. The department PTRM committee's report with recommendations and vote count and the department chairperson's evaluation are distributed to the faculty member.
- F. **The Second Friday in November:** The faculty member's evaluation portfolio, inclusive of the department PTRM committee's written recommendation with record of the vote count, and the written recommendation of the department chairperson, are forwarded by the department PTRM chairperson to the dean's office.
- G. **November 30<sup>th</sup>:** All documentation to be used as part of the consideration process must be included in the evaluation portfolio.
- H. **The First Friday in December:** Department PTRM documents are delivered to the college PTRM committee if any changes have been made.
- I. **The Second Friday in December:** First-year tenure-track faculty submit an evaluation portfolio for the fall semester to the department chairperson. December 15 (USM mandated date)
- J. **The First Friday in January:** The department PTRM committee reports with recommendations and vote count on all first-year tenure-track faculty are submitted to the department chairperson.
- K. **The Third Friday in January:** The department PTRM committee and chairperson recommendations concerning reappointment for first-year tenure-track faculty are delivered to the faculty member and the dean. All documentation for the third year review of tenure-track faculty is submitted by the faculty member to the department chairperson. Department chair recommendations on reappointment of first-year faculty must be added to the faculty member's evaluation portfolio.