

Central Missouri State University

THE DEPARTMENT OF THEATRE

Promotion and Tenure Policy and Procedures

The Department of Theatre proposes the following guidelines and criteria for promotion and tenure for its faculty. These promotion and tenure guidelines are intended to conform to the University and the College guidelines and not supersede them. In each category, criteria are provided. It is expected that individuals desiring promotion will exemplify characteristics needed to fulfill the criteria. The Department of Theatre's Promotion and Tenure Committee retains the prerogative to evaluate faculty credentials—to assess the importance and quality of faculty teaching, scholarship/creative activity and service, and generally to make qualitative judgments to determine whether the criteria have been met in each case.

Candidates should submit a dossier in accordance with instructions in the University "Promotion and Tenure Policies." It is the responsibility of the candidate to provide accurate documentation of their records of teaching excellence; scholarship and creative activity; and professional activities and service. Some of this documentation (e.g. peer evaluations, student evaluations, self evaluations, syllabi, letters of reference, outside evaluations of creative work, etc.) will be included in the appendix of the dossier. It is the responsibility of the department chair and the department promotion and tenure committee to verify the authenticity and completeness of all documentation presented by the candidate.

In keeping with current Faculty Guide standards, accomplishments offered as evidence for promotion at one rank should not be offered as evidence at another rank; however, evidence offered to support a tenure request can also be used as support for promotion. Candidates for tenure and/or initial promotion at Central may include in their dossiers accomplishments achieved prior to their appointment at Central, and candidates for tenure may include accomplishments achieved during their entire appointment at Central.

Promotion and Tenure Committee Selection:

In a given year when a candidate is applying for promotion and/or tenure, the department chair will appoint a promotion and tenure committee comprised of tenured full-time faculty members within the Department of Theatre. Members of the promotion and tenure committee will be made known to the department.

Only tenured full-time faculty who are not applying for promotion may serve on the department promotion and tenure committee. Theatre faculty who are members of the departmental promotion and tenure committee are eligible to serve on the Arts & Sciences Promotion and Tenure Committee.

The department chair will serve as an ex-officio member without vote.

If there are three or fewer faculty eligible to serve on the promotion and tenure committee, the candidate for promotion will select one of the following options:

1. Accept the departmental committee as it is;
2. Request that one or two faculty member(s) (who is/are otherwise eligible to serve on promotion and tenure committees) from another discipline or disciplines be added to the committee. The added faculty member(s) will be selected by the chair of the department in consultation with the candidate(s) and other members of the departmental committee. If no added faculty members who are acceptable to candidate(s) can be found, the department will employ option 1.

In case the department has no tenured full-time faculty members, the department chair will make the promotion and tenure recommendations.

The written recommendation of the departmental Promotion and Tenure Committee consists of a single recommendation (for or against) for each candidate. That recommendation shall reflect the majority vote of the committee members as determined by the ballot. The vote count is not to be included with the written recommendation.

The department chair, after consideration of the recommendations of the departmental Promotion and Tenure Committee, will write a recommendation regarding each candidate and will forward the entire recommendation packet (including the dossier) for each candidate being recommended for promotion and/or tenure to the College Promotion and Tenure Committee by the published date.

Promotion and/or tenure packets of candidates who have been denied a positive recommendation at the departmental level will not be forwarded to the College Promotion and Tenure Committee unless requested by the candidate no later than 5 working days after receipt of the letter of notification.

Criteria for Promotion:

The candidate is expected to demonstrate excellence in teaching and achievements in both scholarship and service. Although achievements in scholarship and service need not be balanced, collectively they must demonstrate the candidate is worthy of promotion to the next rank.

The three levels of professional rank should be thought of as continuum of performance from potential to the actual. The following are standards for each rank:

Assistant Professor:

The candidate should possess an earned doctorate or MFA in the candidate's area of expertise/specialization. The candidate should demonstrate an excellence in teaching. The candidate should be actively engaged in scholarly research/creative activities in the

candidate's field of expertise. A strong academic record should be present. There should be a clear indication that the individual has the aptitudes of a successful faculty member and will grow in stature and eventually qualify for the rank of Associate Professor.

Associate Professor:

The candidate should possess an earned doctorate or MFA in the candidate's area of expertise/specialization. Promotion to Associate Professor is based upon actual performance as well as future potential. Above all, the individual should still be demonstrating excellence in teaching while developing technically and professionally. A candidate for Associate Professor should be well on the way toward becoming a recognized contributor in a specialization relevant to his/her departmental discipline. These activities should be at the state, regional, national or international level. It is assumed that candidates meet all requirements of the assistant professorship prior to promotion to Associate Professor.

Professor:

The candidate should possess an earned doctorate or MFA in the candidate's area of expertise/specialization. Promotion to Full Professor implies that the individual faculty member has developed and established work that meets regionally and nationally recognized standards in a specialization relevant to his/her departmental discipline, and is a contributing member of the Central Missouri State University academic community. In addition, the individual should still be demonstrating excellence in teaching. It is assumed candidates meet all requirements of the associate professorship prior to promotion to professor.

Tenure Policy:

Decisions concerning tenure must be contingent upon present and anticipated departmental needs as well as potential for sustained and distinguished service to the department, College, and University. Tenure decisions involve a careful and complete review of all aspects of the individual.

The criteria for the awarding of tenure include (1) effectiveness in teaching (2) scholarly performance involving discipline related inquiry and/or creative activity and (3) service to and recognitions within the university community and the professional discipline. Evidence supporting these must be found in the candidate's dossier.

The candidate must hold a terminal degree which is consistent with the departmental program needs and course assignments.

Teaching

The evaluation of teaching is an important ongoing process in the Department and is not solely for advancement (promotion, tenure, merit, etc.). A primary purpose is for the development of the teaching and the enhancement of instruction. "Improving teaching effectiveness" is one of the overriding purposes of the evaluation process.

Typical forms of teaching include traditional classrooms, studio-based practical classroom, laboratories or shops, and informal teaching in the form of interaction with students on stage and in the theatrical production process. Mentoring and advising are also a large part of the apprenticeship-based traditions of our discipline. The goal is successfully building bridges between the teacher's own understanding of content and instruction and the student's learning.

Meaningful evaluation recognizes broad dimensions of teaching, is open to different styles of instruction, and is effective in distinguishing superior teaching from competent teaching and competent from incompetent efforts. It is understood that all faculty are expected to maintain high standards in the classroom, in the laboratories and in rehearsals. Such standards necessitate both knowledge of subject matter, adequate preparation and solid classroom management.

(Note: Evidence used to support performance in one category should not be repeated in another category. Thus, items listed under Teaching section cannot be repeated in Scholarship/Creative Activity or Service sections.)

Criteria:

- Appropriateness of Teaching – the correspondence between methods of instruction and instructional materials (including evaluation materials/procedurals) and course descriptions, levels, and objectives.
- Breadth and specialization of teaching – the effective performance of teaching in a variety of contexts and the use of a variety of teaching strategies.
- Student Interaction – the maintenance of appropriate, productive and constructive relationships with students toward meeting course, laboratory and rehearsal objectives.
- Contribution to curriculum/resource development – the development of program, departmental and university instruction through improvement and/or creation of course offerings, instructional media, instructional activities and other materials.
- Teaching practice must demonstrate commitment to the department, college and university assessment goals.
- Advisement of Honor's projects, graduate library papers or thesis, etc.
- Additionally, quality indicators can include evidence of compliance with or achievement of CMSU's principle of "Education for Service." This would include the use of one's academic/creative specialties to benefit related industries and/or greater society, involvement in the activities of one's profession, and/or receiving accommodations, awards and honors from peers within one's professional associations.

For promotion to **Assistant Professor:**

- Show that course objectives, assignments, materials, and tests reflect in essence the appropriate nature of the course taught as reflected in existing course descriptions and departmental parameters; that instruction fosters completion of

- course objectives; and that tests reflect the learning objectives of the course and the department while at an appropriate level to stimulate and to reward learning.
- Demonstrate that appropriate flexibility of instructional methods are used within the courses taught or that instruction is provided in a variety of contexts; and that instructional methods foster meaningful rehearsal/laboratory experiences.
 - Verify willingness and ability to work well with students in a variety of contexts including classrooms, laboratories, rehearsals, student projects, departmental, local and regional organizations.
 - Display a willingness to help in program revisions as needed.
 - Maintain membership in appropriate academic/professional organizations.
 - Attend conferences, symposia, workshops and clinics for the improvement of teaching through CTL, professional organizations, etc.

EVIDENCE: syllabi, assignments, tests; self, peer (in and outside of the department), and student evaluations. Records of: student advisement on projects; attendance of seminars/professional meetings; how self, peer and student evaluations were used to improve teaching.

For promotion to **Associate Professor:**

- Maintain all above standards AND:
- Generate innovations into the instructional process, which extend beyond individual course assignments. Such innovations might be reflected in curriculum development, curriculum revision, preparation of instructional materials, or innovations in instructional design.
- Regularly attend appropriate professional/academic seminars, festivals or conventions such as Speech and Theatre Association of Missouri (STAM), Kennedy Center American College Theatre Festival (KCACTF), Association for Theatre in Higher Education (ATHE), United States Institute of Theatre Technology (USITT), National Communication Association (NCA), etc.
- Participate in a program of professional development.

EVIDENCE: syllabi, assignments, tests; self, peer (in and outside of the department), and student evaluations. Records of: student advisement on projects; attendance of seminars/professional meetings; how self, peer and student evaluations were used to improve teaching; professional development plan.

For promotion to **Professor:**

- Maintain all above standards AND:
- Show evidence of mentoring colleagues and other professionals.
- Consult with one outside agency at least regional in scope through the application of professional expertise.
- Maintain membership in appropriate academic/professional organizations and EITHER:
 - Serve in an office of such an organization OR
 - Receive special recognition from a professional society

EVIDENCE: syllabi, assignments, tests; self, peer (in and outside of the department), and student evaluations. Records of: student advisement on projects; attendance of seminars/professional meetings; how self, peer and student evaluations were used to improve teaching; professional development plan; offices held; and awards received.

Scholarship/Creative Activity

Department of Theatre Philosophy Statement Regarding Scholarship/Creative Activity

By the very nature of the theatre discipline, teacher/artists are most likely to exhibit mastery of their discipline, not through written scholarship, but through the production of works for the theatre. In this case, the quality of creative activity should be considered as the equivalent of traditional scholarship. The Department of Theatre subscribes to the following policy paper, which was developed by a Task Force on Promotion and Tenure for the Association For Theatre in Higher Education, May 2000, in evaluating teacher/artists for promotion and tenure:

The production of plays, the study of produced plays, and the study of producing plays constitute the discipline of theatre. In recognition of this, most institutions of higher education now include “creative activity” as a legitimate component for promotion and tenure considerations. Other components, such as teaching, scholarly publication, and service have established methods of documentation that are relatively non-controversial and are generally accepted while no such generally accepted policy exists for creative activity.

This document is based on the assumption that on-campus preparation of plays for public performance allows directors, designers, and actors a viable outlet for demonstrating artistic achievement. Off-campus work with reputable professional companies may supplement this evidence and will often be required in programs emphasizing professional training. Further, the document attempts to establish guidelines for the use of creative activity in promotion and tenure procedures and delineates methods of evaluating and documenting such activity.

It is obvious that a variety of competencies are required in theatre studies in higher education. This document presupposes that all faculty who have public performance responsibilities should be evaluated at least in part on their level of achievements in these responsibilities. It does not imply that more traditional methods of evaluation (teaching, scholarly activity, and service) are unnecessary.

The evaluation of artistic work and the articulation of the basis for evaluation are the responsibility of the theatre faculty and the theatre chair. Normally faculty will have the greatest opportunity to document artistic achievement in assignments such as directing, designing, acting and playwriting.

The Department of Theatre also subscribes to the accreditation guidelines established by the National Association of Schools for Theatre:

Creative production and professional work in the theatre must be equivalent to

scholarly publication or research as an equivalent for advancement. A public theatrical performance is at least equivalent to a refereed publication. It certainly reflects extensive, non-published research. The evidence of research is in the production of the art object. It may not be as explicit in refereeing judgments, but many people are evaluating and “refereeing” in the audience. (At Central, a mainstage production may play to between a thousand and two thousand people over a 5 night run). One could conceivably write several articles in the time it takes to research and produce a play.

The United States Institute for Theatre Technology has also established Tenure and Promotion Guidelines. The Department of Theatre supports the following statement adopted by the USITT Board of Directors in 2000:

It is the position of USITT that these creative activities are appropriate forms of research for faculty in the areas of Stage Design, Management, and Theatre Technology. The process of preparing a production for public performance requires substantial traditional scholarly research methodologies combined with the creative practices inherent in the creation of original artwork. Designers, technicians and managers engage in a synthesis of scholarly investigation and new interpretation to make each work distinctive.

In the discipline of theatre, the presentation of a theatrical performance is the artistic product and mode of communication, just as the book or journal article is the scholarly product of research. Like many of the performing arts, these works are temporal and exist only for the duration of the performance. Unlike some arts, the theatre is not the result of a single artist but is usually the result of a collaboration of artists working together.

Participation in theatrical productions is a normal mode of professional endeavor for theatrical designers and technicians and is considered a form of research and creative activity. Significant research is required in the process of design and production, and the communication of the results of this research is performance. The creative process is documented by the visual record of the production and by the graphics and organizational materials prepared in the planning of the production.

(Note: Evidence used to support performance in one category should not be repeated in another category. Thus, items listed under the Scholarship and Creative Activity section cannot be repeated in Teaching or Service sections.)

Criteria:

- Production or exhibition of creative work--This will include all on-campus presentations that involve playwriting, design, directing, performance or any other activity related to theatre artists. This will also include off-campus, professional, non-union or union participation in the areas of play, film, commercial or industrial production that enhance or show evidence of recognized competence in the faculty member’s area of expertise. Examples of this might include but would not be limited to: Stage/film/commercial productions, stage/film/commercial

design work, productions of original playwriting material, etc. For the purpose of categorization, Central Missouri Repertory Company Management and all other forms of CMR participation would be considered “off-campus”, professional work. Though consideration and credit should be given to all of these off-campus professional activities, there should be recognized distinction between regional, national and international work, as well as union work in comparison to non-union work. Production and exhibition of creative work will be categorized as either non-juried or work that has been subject to juried or critical review from off-campus experts in the field.

- State, national and/or international participation and recognitions—Active participation in STAM, KCACTF, ATHE, USITT, NCA, Society of American Fight Directors, etc. Participation in conventions, clinics, institutes, workshops, etc. There should be recognized credit given to both areas of participation and presentation, but with increased consideration in all areas of presentation.
- Experimentation and/or research—Work resulting in new instructional methods and techniques (CTL) as well as artistic forms should be evidenced by enhanced class room instruction, public performance or resulting in publication.
- Publications—This may include non-refereed and refereed, discipline-related books, plays, articles, papers, journals, or other forms of publication.
- External grants and awards.
- Awards and Honors—Local, regional and national honors or awards through successful participation in the theatrical discipline.

For promotion to **Assistant Professor:**

- On-campus production and exhibition of creative work.
- Presentation at STAM or other regional, national or international organization.

For promotion to **Associate Professor:**

- Continued involvement in on-campus production and exhibition of creative work. Work must be subject to juried or critical review from off-campus experts in the field.
- Off campus professional participation in field of expertise.
- Presentation at STAM and one other recognized regional, national or international organization.
- One item from the following: recognition, publication, award or honor at the regional, national or international level.

For promotion to **Professor:**

- Continued involvement in on-campus production and exhibition of creative work. Work must be subject to juried or critical review from off-campus experts in the field.
- Off-campus professional participation in field of expertise.
- Presentation at STAM, KCACTF and one other recognized national or international organization.
- Two items from the following: recognition, publication, award or honor at the regional, national or international level.

Evidence used to support areas of Scholarship/Creative Activity:

- Newspaper articles of reviews by competent critics, programs, renderings, any examples of finished products, ie: aired commercials, DVD's, photographs of process or performance, completion and/or publication of produced original writings, juried responses, peer evaluations.
- Programs of attended festivals, institutes, societies and associations, etc, printed handouts/worksheets or outlines for presentations or workshops, awards received or offices held.
- Syllabi, instructional visual media, workshops given, presentations, publications.
- Awards received and honors given in the form of certificates, placards, trophies, etc.

SERVICE

Service is defined as the faculty member's engagement in campus, community and professional activities external to their required instructional duties. These contributions may be identified as departmental service, university service, community service, and/or professional service. These activities are a natural extension of the theatre artists professional work world and not only assist in expanding the individuals professional development but may also be helpful in advancing the discipline of theatre.

(Note: Evidence used to support performance in one category should not be repeated in another category. Thus, items listed under Service section cannot be repeated in Teaching or Scholarship/Creative Activity sections.)

Criteria:

- Departmental – involvement in departmental governance and committees, sponsorship of department sponsored programs or societies, non-compensated teaching overloads, departmental recruiting, and advisement of department majors and minors, etc.
- University – participation in college and university governance or committees, faculty senate, presentations on campus, sponsorship of college or university sponsored programs or societies, university advancement including student recruitment and public appearances, service in the college advising center, exemplary service to the university, etc.
- Community – membership and participation in non-professional organizations, participation in the community, support and workshops for local area schools, etc.
- Professional – includes membership and participation in professional organizations such as STAM, KCACTF, ATHE, USITT, NCA, and others, continued work and research in the area of theatre not directly in discipline, professional consulting work, etc.

The following promotion designations and items may include the following, but are not limited to the activities listed.

For promotion to **Assistant Professor:**

- Participate in departmental meetings
- Serve on assigned departmental committees
- Provide evidence of attempts to contribute to the department, university and/or professional service (such as membership in professional organizations like STAM, KCACTF, ATHE, USITT, NCA, etc.)
- Participate in recruitment, retention, and advising

For promotion to **Associate Professor:**

- Participate in departmental meetings
- Serve on assigned departmental committees
- Membership and activity in professional organizations like STAM, KCACTF, ATHE, USITT, NCA, etc.
- Assist in recruiting students through participation in area high school attendance, Thespians conference attendance, serving local speech tournaments, etc.
- Serve on college or university committees
- Attendance at student exhibitions, productions, and projects to aid in educational and retention goals
- General Studies series, Minority Scholars Initiative, Technology Grants
- Sponsorship of departmental student groups such as Players or Theta Alpha Phi
- Sponsorship of student groups and societies.

For promotion to **Professor:**

- Participate in departmental meetings
- Chair assigned departmental committees
- Membership, activity, and office held in professional organizations like STAM, KCACTF, ATHE, USITT, NCA, etc.
- Assist in recruiting students through participation in area high school attendance, Thespians conference attendance and workshop offerings, serving local speech tournaments, etc.
- Chair college or university committees or participate in University governance such as Faculty Senate, etc.
- Attendance or sponsorship of student exhibitions, productions, and projects to aid in educational and retention goals
- Sponsorship of departmental student groups such as Players or Theta Alpha Phi
- Sponsorship of student groups and societies.

Approved by Department of Theatre Faculty April 21, 2005.