

## DEPARTMENT OF THEATRE AND DRAMA

### Promotion and Tenure Criteria and Procedures

#### **I. Promotion and Tenure Committee**

**A. Composition of Committee.** The full Promotion and Tenure Committee consists of all tenured, faculty members. Tenure and/or promotion recommendations in the Department of Theatre and Drama are made by the full committee or subcommittee as designated below.

- For promotion to full professor all full-time faculty at the rank of full professor
- For promotion to associate professor all full-time faculty at the associate and full professor rank
- For tenure all tenured full time faculty
- For yearly review and retention of tenure track faculty, all tenured full time faculty

**B. Committee Chairperson.** The Promotion and Tenure Committee is chaired by the Head of the Tenure and Promotion Committee who convenes the Committee. This individual is chosen by the Departmental Chairperson from the Promotion and Tenure Committee and whenever possible should be at the rank of full professor.

The Committee Chairperson is to note all discussion of a candidate's application for promotion and/or tenure and summarize the Committee's views in a letter that will become part of the candidate's file. The Committee Chairperson will also record the Committee's vote in the letter. The Committee's vote should be taken by secret ballot.

Every effort will be made to schedule meetings when all members of the committee can attend, however only members of the Committee who have been present (either in person, phone, or via electronic means) for the deliberations on a case, may vote for or against candidates. No proxy voting is permissible. A quorum of 75% of the committee must be present either in person or electronically for any votes on personnel decisions.

#### **II. Indiana University and College of Arts and Sciences Promotion and Tenure Criteria**

A. The basic criteria used in making promotion and tenure decisions in the Department of Theatre and Drama are outlined in the on-line Indiana University *Academic Handbook*, [http://www.indiana.edu/~vpfaa/download/acad\\_handbk\\_web\\_08.pdf](http://www.indiana.edu/~vpfaa/download/acad_handbk_web_08.pdf) The categories evaluated include: teaching, research/creative activities, and service (administrative, professional or public). Additional information designed to assist tenure track faculty in preparing their promotion and tenure materials is provided by the office of the Vice Provost for Faculty and Academic Affairs at <https://www.indiana.edu/~vpfaa/academicguide/index.php/Main> and [http://www.indiana.edu/~vpfaa/policies/handbooks\\_guides\\_docs/acad\\_handbk\\_100727.pdf](http://www.indiana.edu/~vpfaa/policies/handbooks_guides_docs/acad_handbk_100727.pdf)

### **III. Department of Theatre and Drama Promotion and Tenure General Guidelines**

**A. Nature of Guidelines.** Department Guidelines are intended to supplement and not substitute for the standards detailed in the Vice Provost for Faculty and Academic Affairs' published material (online – see above) or Promotion and Tenure standards as outlined the College of Arts and Sciences. Accordingly, the Department of Theatre and Drama guidelines should be applied in concert with VP for Faculty and Academic Affairs and College of Arts and Sciences standards, and should not be misunderstood as superseding the other two sets of standards.

**B. Collaboration.** For faculty members who are actively engaged in theatrical productions, working relationships are an important consideration in promotion and tenure recommendations. Because the theatre is a cooperative art, the working habits and quality of the contributions of each individual are closely tied to the artistic success of the other individuals involved in creating theatre. The Promotion and Tenure Committee will assess a faculty member's ability to contribute meaningfully to the production process and candidates must clearly delineate their contribution to the collaborative process through written documentation on a yearly basis in the FAR document and also of greater length in the candidate's written statement in his/her promotion and tenure dossier.

Also faculty members in the HTL Area may be involved in collaboration in research and writing (books, articles, and reviews). It is important to distinguish the faculty member's contribution to collaborative projects and publications.

**C. Record of Accomplishment in rank and at Indiana University.** Promotion and tenure recommendations are based on work done in a faculty member's present rank or since tenure and while at Indiana University, unless there are extenuating circumstances that warrant the inclusion of work performed at a previous rank or in the profession. Any credit for prior work must be clearly delineated and communicated in writing to the candidate at the time of hiring.

**D. Dossier Preparation.** The Chairperson and the candidate are responsible for assembling the dossier with additional consultation from the Departmental Promotion and Tenure committee. The dossier should include evidence of completed, ongoing, and prospective accomplishments in the areas of teaching, research/creative activity and service and should be presented in a clear and concise fashion. For retention purposes, tenure track faculty members' dossiers should be presented every year to the Chairperson, who will turn the document over to the Promotion and Tenure Committee for yearly review and written comment.

**E. Research/Creative Activity.** The Department of Theatre and Drama considers research and creative work to be of equal importance in making promotion and tenure decisions. Nonetheless, the specific criteria used in evaluating theatre scholars and theatre artists differ as outlined throughout this document.

**F. External Reviewers.** The Department will solicit letters of evaluation from knowledgeable persons in the theatrical profession and academic community who are not affiliated with Indiana University. Because of the collaborative nature of theatre it is quite conceivable that one or more

of the people writing the letters of evaluation will be on a first name basis with the person being evaluated. Evaluators will be forewarned that the content of their letters will be available to the candidate seeking tenure/promotion.

When appropriate the Department of Theatre and Drama will invite external referees (professors and professional practitioners) from nationally recognized theatres and university or professional theatre programs to evaluate on-campus productions during a faculty's probationary period or time between promotions.

**G. Student Success.** The national and international prestige of the Department depends, in large measure, on the success of its students. Consequently, in promotion and tenure decisions the Department will solicit letters of evaluation from students who have been trained at Indiana University and are working as professional artists, scholars, teachers, and practitioners.

#### **IV. Areas to be assessed: Research, Creative Activity, Teaching and Service**

**A. Research.** Prior to being awarded promotion and tenure, Theatre and Drama scholars are expected to have published a body of significant scholarly work. The reputation and stature of the publication or publisher within the academic community is an important factor in all promotion and tenure decisions. For example, articles published in refereed journals and books that have been reviewed by major scholars in the field are of greater importance than works that have not been refereed or reviewed.

Serving as the editor of a major publication, the editor of a scholarly journal, or the author of an essay or bibliography published in a substantial scholarly work is considered to be a valid part of a scholar's record of publication in the Department of Theatre and Drama.

Scholars in the Department of Theatre and Drama are also expected to present papers at major professional meetings as evidence that they are achieving national recognition and developing a position of leadership in their area of specialization. Although the Department of Theatre and Drama is pleased to have its scholars active in the production process, this activity will carry less weight in promotion and tenure recommendations.

**B. Creative Activity.** The Department of Theatre and Drama expects all of its artist/teachers to be practicing artists, thoroughly engaged in the process of creating theatre and related activity. As faculty members' contribution to a production will vary depending on their areas of specialty, it is important that individuals seeking promotion and/or tenure clearly delineate his/her creative activity within the context of an entire production by means of a written statement.

1. **On Campus Creative Activity.** One of the primary missions of the Department of Theatre and Drama is to provide students with professional theatre training of the highest possible quality. To this end, the quality of on campus creative activity is of vital importance in the promotion and tenure process. The caliber of on campus production work will be judged by a faculty member's peers within the department and when appropriate, by external evaluators brought to campus to view productions after their third year reappointment. The candidate will be provided with written feedback by peers.

2. **Creativity Activity and Mentoring Students.** It is acknowledged that in academic theatre a great deal of teaching is conducted during the production process. Since a typical production will take 8-10 weeks to plan, rehearse, build, and perform, a great deal of meaningful instruction takes place in theatres, rehearsal studios, shops and laboratories where faculty and students are engaged in the creative and collaborative process of producing theatre. Artist-teachers in the Department are expected to serve in various capacities directly related to production activities and work on productions in ways that are appropriate to their particular talents and training – e.g., director, voice coach, movement coach, technical director, etc. The Department gives considerable weight to this kind of creative activity, with the evaluation of a faculty member’s performance undertaken by peers, students, and administrative superiors.
  
3. **Creative Activity Off-Campus.** During the academic year and during the summer months, faculty members should pursue creative activity in professional theatres that are recognized for their artistic excellence. The chairperson will make a concerted effort to arrange release time for these projects whenever possible. This outside creative work is extremely important to a faculty member’s ability to remain current and helps students and faculty with future employment and training opportunities. Therefore, this work carries a great deal of importance in departmental promotion and tenure recommendations. The quality of work performed should be documented by reviews, letters, drawings, photographs, and other pertinent materials.
  
4. **Workshops, Papers Presented and Publication.** Artist-teachers in the Department of Theatre and Drama are expected to present papers and/or conduct workshops at major professional meetings as evidence that they are achieving national or international recognition and developing a position of leadership in their area of specialization.

**C. Teaching.** The teaching of young artists and scholars is a vital part of the mission of the Department of Theatre and Drama. To this end the department expects all faculty to be effective teachers capable of stimulating the talent and intellect of students. It is also important that faculty continue work on their teaching skills and effectiveness, documenting these efforts in annual dossiers. An evaluation will be made of a faculty member’s teaching skills based on the following data and material:

- All student evaluations of teaching for all courses taught
- Unsolicited student letters
- Supervising MFA Projects and production theses
- Awards and accolades received by students taught
- Success of graduates in professional or academic theatre
- Student letters solicited by the Chairperson
- Solicited and unsolicited peer classroom evaluations
- Articles and/or workshops on pedagogy
- Special projects and assignments related to teaching
- Student counseling and mentoring
- Other relevant documents, information and activities

**D. Service.** All tenured and non-tenured members of the faculty of the Department of Theatre and Drama are expected to serve on appropriate committees within the Department. At the rank of Associate Professor and Professor, faculty are encouraged and expected to serve on College, campus, and University committees and make substantial contributions of service to national organizations. In evaluating the service of a faculty member, the Department takes into consideration the significance and time commitment of the committee within the Department, College and/or University and the effectiveness with which the service has been performed. Service to national organizations is evaluated in a similar manner.

1. **Departmental Service Commitment.** The Department of Theatre and Drama requires more service to the Department from its artist-teachers than is usual for faculty in most departments. This includes such things as advising students, serving on the Play Selection Committee, recruiting graduate students at the U/RTA auditions, setting up play festivals, and participating in Theatre Circle events. These services are essential to the on-going operation of the Department and the significance of their contribution can be an important component in the evaluation of a promotion and/or tenure case.
2. **Service as a basis for Promotion and/or Tenure.** While service at a departmental, campus, national or international level is expected from all candidates for promotion and tenure, with rare exception, the Department does not put forward a candidate for promotion or tenure based on the contributions of service as the primary area of merit.

## **V. Procedure**

**A. Yearly retention reviews.** Yearly reviews are conducted for all untenured faculty members. A vote to retain or not retain is taken by the Department Committee each year of a candidate's probationary period. The Chairperson will also provide a written statement regarding a candidate's progress toward tenure and promotion.

**B. Third Year Review.** Tenure-track candidates in the Department of Theatre and Drama shall undergo a more comprehensive review process in the third year of their appointment to assess their progress towards tenure in greater detail than the annual reviews. The goal of the third year review is to determine the progress a faculty member is making toward tenure, identifying strengths and weaknesses as well as making plans for future advancement toward tenure. This involves assessing the faculty member's teaching, research and service contributions. A related goal is to detect potential problems at an early stage, thus providing opportunities to work with faculty to address these problems before a decision on tenure is made.

**C. Documents supporting Promotion and Tenure Cases (Dossiers).—Dossier Preparation.** See III. D. above. Also see Promotion and Tenure Checklist provided by the Vice Provost for Faculty.

**D. Tenure and Promotion Recommendations.** On the appropriate date (at the beginning of the sixth year unless otherwise stipulated) the candidate for promotion and/or tenure presents the dossier to the Chairperson. After reviewing the dossier for accuracy, the Chairperson will turn

the dossier over to the department's Promotion and Tenure Committee. This Committee will discuss the merits of the case, with the Chairperson of the Committee writing a letter summarizing this discussion. The Committee votes on the case, with the vote being recorded in the Committee's letter. In the case of a split vote, it is expected that the Committee Chairperson will reflect the debate regarding the pros and cons of the candidate's case in the Committee's letter. The Committee's letter becomes a part of the dossier. If agreement cannot be reached in the Committee – a minority report may be written and included in the dossier.

The dossier is then turned over to the Departmental Chairperson who reviews the case and writes an independent letter to the Dean of the College of Arts and Sciences stating the chair's evaluation of the case. The letter is shared with the candidate and becomes part of the dossier.

The dossier is then turned over to the Dean of the College of Arts and Sciences.

**E. Rebuttal or explanatory statements.** The candidate has the right to review the Committee and Chairperson's letters and provide a statement of rebuttal or explanation to these letters. If the candidate chooses to provide such a statement, it will become part of the dossier. The Committee and Chairperson have the right to respond to a candidate's statement of rebuttal or explanation if they choose, with their response statement becoming part of the dossier.

No further statements are allowed after the committee and/or Chairperson's response to the candidate's rebuttal or explanatory statement.

Statements by the candidate must be received no later than two weeks after the Committee or Chairperson's letter has been received.

**F. External Letters.** External letters of evaluation will be sought by the Chairperson. A list of possible evaluators will be arrived at by the candidate presenting a list of at least 6 names and the Chairperson, in consultation with the Promotion and Tenure Committee, will also present a list of at least 6 names. The Dean of the College of Arts and Sciences approves evaluators from these two lists.

Some evaluators should be drawn from individuals at peer institutions at or above the rank that is being applied for in the case of promotions with the **College preferring individuals at the Full Professor rank for all cases**. Evaluators from the professional theatre and related fields should have significant careers and be able to speak clearly to the caliber of a candidate's work.

## **VI. Promotion and Tenure Guidelines by Departmental Areas**

### **A. Acting and Directing Promotion and Tenure Guideline**

For faculty hired with specialization in acting, directing, movement, musical direction, and voice and speech.

#### **Tenure and/or Promotion to Associate Professor**

**1. Creative Activity.** A candidate must exhibit a collective body of excellent work in departmental productions, be it directing, vocal direction, musical direction or movement coaching/choreography. The caliber of on-campus production work will be assessed by peers and external evaluators, and communicated in writing through annual reviews to the candidate by the Departmental Tenure and Promotion Committee and Chairperson.

A candidate must exhibit a substantive record of regional and/or national creative activity at an emerging or established theatres or producing organizations with a national/international reputation which confirms the faculty member's potential for national recognition in their discipline. The majority of the creative activity should be in the candidate's area of specialty.

Creative activity at the Indiana Festival Theatre can also be part of the artistic record, but it cannot be in lieu of the external creative projects described above.

Publications may also augment a candidate's case for tenure and promotion and will be judged by the quality of the journal, or reviews of a text.

**2. Teaching.** A candidate must demonstrate effectiveness in teaching through peer observation and evaluation, student evaluations and letters, and periodic documented self-evaluation. Production work, thesis and creative project mentoring, and other creative and career advising are part of the teaching dossier. Success of students (current and former) is an important consideration in the promotion and tenure process.

Participation in regional/national panels on pedagogy are part of the teaching dossier.

**3. Service.** Faculty are expected to be an active and contributing member of Departmental committees and activities, and participation in a reasonable number of campus and professional committees.

#### **Promotion to Full Professor**

For promotion to Full Professor, the candidate is expected to continue to produce and achieve appropriately in all areas listed above. In addition it is anticipated that the candidate will have established a national reputation. This can be achieved through creative work, publication or active participation in national professional organizations. Only work produced or accomplished in the rank of Associate Professor, (or from the date that a tenure and/or promotion dossier is completed), will be considered for promotion to Full Professor.

Candidates must notify the Chair of their desire to seek promotion by February 15 prior to the academic year in which they hope to be considered.

## **B. Design and Technology Tenure and Promotion Guidelines**

### **Tenure and/or promotion to Associate Professor**

For technical directors, sound designers, scenic designers, costume designers and lighting designers recommendations for promotion and tenure are to be made on the basis of evidence of demonstrated excellence in projects/productions on the IU campus and additional projects/productions for reputable professional and/or other academic producing organizations, which confirms the faculty member's potential for national recognition in their discipline.

**1. Research/Creative Activity.** The Design and Technology area recognizes that creative activity is fundamental to each of the Design and Technology MFA programs and that scholarship/research is the systematic inquiry which includes but is not limited to the advancement of knowledge through live theatre and performances in related media, exhibits, installations, workshops, consultations, articles, publications and conference presentations.

Optionally, evidence of excellence in scholarship and research, outside of live theatre and related media performances, and which demonstrates their potential for national/international recognition, will also be considered. Creative activity at the Indiana Festival Theatre can also be part of the artistic record, ranked between major Department of Theatre and Drama productions and minor regional theatre.

### **Examples of optional accomplishments which may be included as evidence of national recognition:**

- A substantial article in a related professional journal, such as *Theatre Design and Technology* (USITT), which leads to national recognition, will be evaluated and possibly considered as equal to a project/production at a recognized professional theatre.
- A book, or substantial part of a book, in the candidate's field, leading to national recognition, will be considered a major accomplishment just as projects and productions at a professional theatre with at least a national profile are major accomplishments.
- A substantial exhibit of the candidate's work, in a National/International setting, leading to national recognition, will be considered equal to a project/production at a recognized professional theatre.
- A considerably high profile design which extends theatre design/technology into architectural, film, TV, theme park, and related non-traditional theatre projects or productions.
- A published recording of music or dramatic performance, written, mastered and/or produced by the candidate, composer of a film score/soundtrack or the live audio mixing

of a significant theatrical or art event, will be evaluated and possibly considered equal to a project/production at a recognized professional Theatre.

**2. Teaching.** The Design and Technology area recognizes that teaching and the professional mentoring of MFA candidates are essential to the mission and success of each Design and Technology Undergraduate and MFA Program. Each faculty member is responsible for keeping current and relevant the undergraduate and graduate curriculum in their charge. The artist/teacher's classroom extends beyond traditional teaching environments. As a master of their discipline, teaching by example and being available to students when they are trying new skills or when they are making creative decisions in production or in the studios, are important aspects of the teaching charge. To this end, both traditional methods of evaluating classroom teaching and teaching evaluations derived from the non-traditional environment (peer observation and review during the production process, student testimonial, etc.) are to be used to evaluate strength in teaching in any promotion and/or tenure case.

The success of a faculty member's teaching is also measured by the placement of current and former students in professional and academic jobs, and in top graduate programs.

**3. Service.** The Design and Technology area recognizes the importance of service and the willingness of the faculty member to contribute their expertise and leadership to the life of the larger community. Service includes formal and informal activities on behalf of the department, college, university, the community at large, and the profession including but not limited to:  
 Departmental. Participation on committees, staff supervision, managing area production budgets, special assignments, academic advising, portfolio and employment counseling and preparation  
 College/University. Participation on committees, taskforces and special assignments  
 Community. Participation in local, state, regional, and national activities that are related to the discipline. This may include but is not limited to lectures and formal and informal consultancy.  
 Professional. Active participation in professional organizations which may include serving as an officer, member of the board, serving on committees and organizing programs and conferences.

### **Promotion to Full Professor**

For technical directors, scenic designers, sound designers, costume designers and lighting designers recommendations for promotion to the rank of professor are to be made, among other factors, on the basis of evidence of continued excellence in projects/productions on the IU campus and additional projects/productions for reputable professional and/or other academic producing organizations, and/or significant publications, presentations, installations or exhibits which demonstrate national/international recognition.

Candidates must notify the Chair of their desire to seek promotion by February 15 prior to the academic year in which they hope to be considered.

### **C. Promotion and Tenure Expectations of the Area of History, Theory and Literature.**

For Theatre Historians with specialization in theatre history, dramatic literature, and criticism and theory of theatre and drama.

### **For Tenure and/or promotion to Associate Professor.**

**1. Scholarship.** The candidate must present a distinguished record of research and publication in theatre scholarship from the following. The order of importance of scholarship is 1. Single author of one or more scholarly books published by an appropriate university press or other publisher of juried scholarly books. 2. Author or co-author of a number of juried articles published in leading national and/or international theatre and drama journals. 3. Author or co-author of chapters or articles in scholarly books edited by the candidate or others. 4. The editor of a scholarly journal. 5. The editor or co-editor of an anthology of plays, or collection of theatre essays. 6. Author or co-author of a theatre textbook related to theatre history, criticism or theory. 7. The author and presenter of presentations at national and/or international scholarly conferences. 8. The author of reviews and entries in scholarly journals and books. It is not expected that the candidate will have works in all eight categories, but the candidate must have significant work in numbers 1, 2 and 7. The candidate must have at least one published scholarly book and multiple published articles and conference presentations, as well as a clearly defined plan of research and publication for the future.

**2. Teaching.** The candidate must have a record of effective teaching in the areas of history, theory, and/or literature. This must be verified by student evaluations and letters, and classroom observation by theatre faculty.

The candidate is expected to chair and serve on dissertation committees.

The success of a faculty member's teaching is also measured by the placement of current and former students in professional and academic jobs, and in top graduate programs.

**3. Service.** The candidate must be a member of important scholarly societies and conferences and participate in the activities of those societies and conferences. The candidate must be involved in departmental committees and when feasible, college and university committees.

### **For Promotion to Full Professor**

For promotion to Full Professor, the candidate is expected to continue to produce and achieve appropriately in all areas listed above. Only work produced or accomplished in the rank of Associate Professor, (or since the tenure decision if tenure was granted separately and after promotion to Associate Professor), will be considered for promotion to Full Professor. It is expected that the candidate for Full Professor should have a national reputation through publication and/or outstanding teaching. Like the needs for tenure, the candidate should have published in rank a scholarly book (single or co-author) and substantial scholarly articles and have substantial conference presentations. The candidate should have established a national or international position of leadership in the field.

Candidates must notify the Chair of their desire to seek promotion by February 15 prior to the academic year in which they hope to be considered.

#### **D. Promotion and Tenure Expectations – Playwriting**

For faculty hired with specialization in playwriting and screenwriting.

##### **Tenure and Promotion to Associate Professor**

**1. Creative Activity.** Solid evidence of on-going professional-level creative output demonstrated by produced and/or published stage plays and/or screenplays for a nationally established theatre or press.

On-going evidence that his/her work is disseminated nationally through professional readings. Professional readings are defined as Equity and/or LORT contract theatres.

Publication of his/her work by a recognized national commercial press such as Broadway Play Publishing, Dramatists Play Service, or Samuel French. On-line publications will be considered when positively evaluated by reputable peers. Self-published work will not be considered.

Letters of recommendation from established playwrights and/or screenwriters or other theatre/film professionals of national standing.

It is assumed that any candidate in playwriting will be a professionally produced playwright before hiring. In order to receive tenure a faculty playwright must have professional produced work during the probationary period.

**2. Teaching.** Demonstrated effectiveness in teaching through peer observation and evaluation, student evaluations and letters, and through examination of student thesis plays as they are mentored through successive drafts culminating in a thesis production.

On-going evidence of active and effective national recruitment of MFA Playwriting candidates, to be assessed in part by their development while at Indiana University, culminating in peer assessment of the MFA thesis production.

Evidence of efforts to launch MFA Playwriting candidates into professional careers by assisting them with submissions to theatres and theatre professionals locally and regionally.

**3. Service.** Active and contributing member of departmental committees and activities.

Membership in applicable national professional organizations such as The Dramatists Guild, LLMD, etc. Participation in national conferences and playwriting workshops may also be considered.

##### **Promotion to Full Professor**

All of the above criteria remain in place with the following additions and modifications:

Only work in rank will be considered for promotion to Full Professor. Demonstrated success in procuring at least one professional production nationally as defined above in Equity or LORT terms.

Evidence that alumni of the MFA Playwriting program continue to pursue professional careers; evidence of some success in such endeavors through post-IU productions and/or publications or through nascent careers in academia.

Candidates must notify the Chair of their desire to seek promotion by February 15 prior to the academic year in which they hope to be considered.

## **E. Promotion and Tenure Expectations for faculty in Musical Theatre**

For faculty hired with specialization in singing voice, stage direction, choreography, music coaching, and/or music direction.

### **Tenure and Promotion to Associate Professor**

In addition to the guidelines created by the University, the College of Arts and Sciences, and the Department of Theatre and Drama, the following criteria are also essential:

#### **1. Creative Activity**

A collective body of excellent work in Departmental productions, be it in music direction, vocal production, choreography, stage direction, and/or vocal coaching. The caliber of on-campus production work will be assessed by peers and external evaluators, and communicated in writing through annual reviews to the candidate by the Departmental Tenure and Promotion Committee and Chairperson.

A record of regional and/or national creative activity at emerging or established theatres, concert or recital halls, or producing organizations with national/international reputations.

A candidate must exhibit a substantive record of regional and/or national creative activity at an emerging or established theatres or producing organizations with a national/international reputation which confirms the faculty member's potential for national recognition in their discipline. The majority of the creative activity should be in the candidate's area of specialty.

Creative activity at the Indiana Festival Theatre can also be part of the artistic record, but it cannot be in lieu of the external creative projects described above.

Publications may also augment a candidate's case for tenure and promotion and will be judged by the quality of the journal, or reviews of a text.

#### **2. Teaching**

Demonstrated effectiveness in teaching through peer observation and evaluation, student evaluations and letters, and periodic self-evaluation.

Other components of effective teaching include:

- Production work, thesis and creative project mentoring, and other creative and career advising are part of the teaching dossier.
- Documented success of students in the professional or academic arenas. For example admission to major graduate schools, awards won, students receiving academic appointments, etc.
- Master classes and workshops given at other universities, colleges, and/or centers for musical theatre training as well as participation in regional/national panels on the pedagogy of teaching can also be given consideration as excellence in teaching.

### **3. Service**

It is expected that faculty will be active and contributing member of Departmental committees and activities, and participation in a reasonable number of campus and professional committees.

### **Promotion to Full Professor**

For promotion to Full Professor, the candidate is expected to continue to produce and achieve appropriately in all areas listed above. In addition it is anticipated that the candidate will have a national reputation. This can be achieved through creative work, publication or active participation in national professional organizations. Only work produced or accomplished in the rank of Associate Professor, (or since the tenure decision if tenure was granted separately and after promotion to Associate Professor), will be considered for promotion to Full Professor.

Candidates must notify the Chair of their desire to seek promotion by February 15 prior to the academic year in which they hope to be considered.