

## SCHOOL OF THEATRE

### PROMOTION AND TENURE PROCEDURES

In accordance with University directives, the School of Theatre hereby establishes specific regulations governing the conduct of peer promotion and tenure deliberations and recommendations, to be henceforth conducted annually according to schedules required by the College and University.

Two basic premises lie at the core of these regulations. The first is that academic excellence, cited by the University as the basic aim of promotion and tenure policy, is best recognized in individual faculty members by their fellows. The second is that no person should receive promotion or tenure in faculty status without peer evaluation.

These procedures are expressly designed to fall within parameters allowed to individual departments by University regulations stated in Administrative Guidelines for AC-23: Promotion and Tenure Procedures and Regulations.

These procedures are divided into three parts: One, Implementing Agency; Two, General Procedures of the Committee; Three, Criteria of Evaluation Defined.

#### I. IMPLEMENTING AGENCY

##### A. Name

The body charged to implement these procedures shall be called the School of Theatre Promotion and Tenure Committee.

##### B. Membership

1. The Committee shall be composed of three members.
2. Membership on the Committee shall be open to all tenured faculty whose primary duties consist of teaching and/or creative activity within the School.
3. Only faculty of higher rank than the candidate shall make recommendations about promotion or consideration for promotion.

##### C. Elections

1. All members will be elected at large by the tenured and tenure-track faculty members. Ballots can be distributed at a full faculty meeting or by email.
2. Committee members shall serve three-year terms and may, at the pleasure of the faculty, succeed themselves.
3. Committee vacancies shall be filled for each academic year in an election to be held no later than March 15.

D. The Committee Chair shall be elected by the Committee at its first meeting of the academic year.

## II. GENERAL PROCEDURES

### A. Scope of Business

The Committee shall gather necessary data, evaluate that data, and make recommendations regarding promotion, tenure, or continuance of all faculty on the School roster.

### B. Preliminary Procedures

1. The School's Director shall deliver to the Committee a list of those individuals designated by the University for final tenure review.
2. Each Autumn, the Committee shall hold a preliminary review of all faculty below the rank of full professor, determining whether any individuals shall receive a promotion review. The Committee shall inform the faculty of the names of those members who are to receive promotion review in the current academic year.
3. Individuals not designated for full promotion review who wish to be so designated may petition the Committee for inclusion in the review, but a full promotion dossier will not be prepared until either the Director of the School or the Promotion and Tenure Committee feels that such a review is appropriate.
4. The School's Director shall deliver to the Committee a detailed description of each candidate's assigned responsibilities, including courses taught, production program responsibilities, administrative functions, advising students (see Addendum I), and any special assignments such as the redesign of an academic program.
5. The School's Director shall also deliver to the Committee each candidate's official dossier as described in the Administrative Guidelines to HR-23.

### C. Evaluation

During its deliberations, the Committee shall repeat the following procedures for each candidate:

1. Examine all written documents submitted for II B 3 and 4 above.
2. Obtain and review at least four confidential letters of assessment from external evaluators for sixth-year candidates, promotion, or early tenure.
  - a. Materials sent to external reviewers shall include:
    - i. Candidate's Statement;
    - ii. Candidate's Curriculum Vitae;
    - iii. A representative sample of research and creative activity that may include (but is not restricted to) examples of scholarship such as articles, books, chapters of books, texts of formal presentations with visual supporting materials and examples of creative activity such as production photographs, video and/or sound clips, compact discs, scores, original scripts, prompt books, performance reviews, playbills, and copies of design and/or technical plates.
3. Statistical summaries of SRTE data are included in the dossier.
  - a. Confidential student feedback surveys will be summarized by the Director of the School of Theatre and that summary will be included in the dossier. Representative quotes from the summary may also be included in the

Committee Summary in the Scholarship of Teaching and Learning section of the dossier.

- b. Pursue other appropriate avenues of investigations, e.g., class visitations, candidate interviews, peer review assessments, etc. All in-person interviews or written evaluations/questionnaires solicited from all School of Theatre faculty concerning a candidate's performance of their assigned duties shall be attributed to the faculty interviewed, and/or questionnaires must be signed, and all must be included in the dossier for review by the candidate.

#### D. Recommendations

1. There shall be two possible recommendations concerning candidates for promotion:
  - a. Recommendation for promotion;
  - b. Recommendation considered premature.
2. There shall be three possible recommendations concerning candidates for tenure:
  - a. Recommendation for tenure
  - b. Recommendation against tenure
  - c. In the case of early tenure, a recommendation to continue on the tenure track.
3. There shall be two possible recommendations concerning candidates on a tenure track, but who are not yet in the mandatory year for tenure consideration:
  - a. Recommend continuation on the tenure track;
  - b. Decline to recommend continuation.
4. In the case of early tenure review which tenure is not awarded, the candidate will continue on the tenure track until a final tenure decision is made.
5. Attached to the recommendation shall be a Committee memorandum summarizing the most pertinent aspects of the review, whether touching upon negative or positive aspects of the candidate's performance. The memo must include a singular, overall, numerical vote. When the committee has not reached a unanimous vote on a candidate, the memorandum shall include a discussion of the reasons for divergent opinions.

#### E. Reporting

1. Each peer review committee and each administrative officer shall summarize in writing their independent evaluation of a candidate on each of the three criteria specified in AC-23.
  - a. The evaluative statement shall be placed in the candidate's dossier in the section labeled "Statements of Evaluation of the Candidate by Review Committees and Administrators."
  - b. Each evaluative statement should be addressed to the dean and shall be signed and dated; for Committee statements, the entire committee membership shall be listed, including name and rank of each member, and the statement shall be signed by at least the committee chairperson.
2. The above information shall be conveyed to the candidate by the School's Director. Second and fourth year candidates will receive written copies of all evaluative letters.

#### F. Internal Letters

Three internal letters may be solicited by the School's Director from faculty (i.e., "peer

evaluators”) who have direct knowledge of the teaching, creative work, scholarship, and/or service of the person being evaluated. Those signed letters must be included in the dossier as it moves forward within the appropriate categories. The School’s Promotion and Tenure Committee should be apprised of these internal solicitations and may suggest that the School Director solicit additional letters.

### III. CRITERIA FOR TENURE OR PROMOTION REVIEW

#### A. Tenure in the School of Theatre

In general, tenure should be granted to those faculty who have consistently performed at a high level and whose career development patterns coincide with the basic mission of the School of Theatre.

#### B. Areas of Performance Evaluation in Tenure Review

It is expected that all faculty members seeking tenure must demonstrate a high standard of accomplishment within the following three general categories:

##### 1. The Scholarship of Teaching and Learning

Teaching quality shall be assessed based on an individual’s excellence both in formal classroom course contact and through informal out-of-class association with students in areas of career advisement, criticism of student work in progress, and stimulation of students’ creative imagination and artistic talent.

##### 2. The Scholarship of Research and Creative Accomplishment

Personnel with assigned responsibilities within the School’s Theatre productions will be evaluated on that basis as well as being evaluated on creative contributions to productions in the larger national and/or international professional theatre, dance and performing arts communities. Artistic work internal to the school is important for first hand observation of a faculty member’s accomplishments. External work demonstrates national reputation and gives information on a faculty member’s standing within the profession. For this reason, venue, status of organization, and reputation of collaborators is an important part of assessment. It should be noted that creative work for Penn State Centre Stage, the local professional company, will be considered as professional credit even though the work takes place within the University confines. Non-commissioned, original creative works by Dance faculty may be considered as professional credit. An external reviewer possessing appropriate and significant dance expertise must adjudicate such creative activity. Other personnel will be expected to carry out appropriate independent research or artistic projects in the areas of their competence. Broadening of one’s knowledge shall be assessed both in terms of one’s scholarly studies of the arts of the theatre and one’s personal development through observation of the creative work of national and international artists, particularly in one’s area(s) of specialization. A candidate’s ability to communicate and exchange innovative concepts with fellow artists through publication, seminars, etc., shall also be evaluated.

##### 3. Service and Scholarship of Service to the University, Society, and the Profession

Service to School, College, and University units shall be assessed through the individual’s contribution to the efficiency, organization, and advancement of the academic community. One’s creative contribution to the public well-being shall also

be a consideration in this appraisal, along with advancement of the profession through membership in professional organizations and other appropriate activities.

### C. Standards of Tenure Review by Chronological Step

#### 1. Initial Review

Although faculty in their second year of regular service at Penn State may have had neither time nor opportunity to complete concrete achievements, especially in the area of creative activity or research, each person receiving a favorable review shall have demonstrated a clear inclination toward such achievement by the planning and pursuit of such endeavors. The same general interest in high standards of achievement shall have been demonstrated in the areas of teaching and service.

#### 2. Intermediate Reviews

A faculty member receiving a favorable fourth-year review shall be developing a body of accomplishment. In particular, creative or research achievements should have been realized in the form of at least one or two specific accomplishments such as the publication of research articles or the meritorious completion of such creative tasks as directing a theatre production, having published or produced an original script, or designing a produced project. In the areas of teaching and service, it is expected that the candidate shall have addressed specific weaknesses pointed out in the second-year review.

#### 3. Final Review

By the sixth year, a faculty member shall have established a pattern of research, creative accomplishment (or both), which allows the prediction of continued achievement during the coming years. Teaching shall be clearly and consistently of a high order. Service to the University and community shall be regular and of a significant kind.

### D. Standards of Promotion Review by Rank

#### 1. Associate Professor

Definition: The associate professor should possess a terminal degree in his or her specialty or its equivalent in professional experience. He or she must have demonstrated ability as a teacher at the collegiate level and must have established a definite pattern of research or professional artistic achievement.

Criteria:

- a. Recognition by his/her clientele and by colleagues and fellow professionals of his/her ability in creative, scholarly, or professional responsibilities.
- b. Successful development of new courses, programs, or creative projects.
- c. Active participation in professional organizations.

#### 2. Professor

Definition: In addition to the characteristics of the members of the lower ranks, the professor should give evidence of a marked capacity for creative work and/or leadership in his/her area of expertise.

Criteria:

- a. Evidence of significant achievement and national recognition in his/her area.
- b. Demonstrates depth and versatility in teaching and creative activities.
- c. Demonstrate the ability to direct efforts of others in committee work, chair or

- direct School and College committees, program.
- d. Must have been recognized by peers both internal and external to the University. This can be demonstrated by such evidence as offices held in state and national organizations, membership in the University Senate, active leadership in University and community affairs.

#### E. Specific Criteria for Tenure or Promotion Review

##### 1. The Scholarship of Teaching and Learning

- a. Evidence of teaching effectiveness shall be of four required kinds:
  - i. By SRTE, or when a class is too small for SRTE scores to be statistically valid, by other means of obtaining student input.
  - ii. In person interviews or confidential written evaluations from three or more students concerning a candidate's teaching performance. The candidate may submit to the Committee a list of students for this purpose and/or a statement concerning the suitability of given students for this purpose. The students selected by the Committee need not reflect the candidate's recommendations.
  - iii. Attributable (non-confidential) written evaluations solicited from all School of Theatre faculty concerning a candidate's teaching performance.
  - iv. Classroom visitations. Classroom observations of the candidate's classroom teaching will be conducted by at least two members of the Promotion and Tenure Committee. The Committee will make every effort to observe the candidate teaching in each course taught by the candidate. The observer's response to each class observed will be submitted in written form and included in the Committee's final report.
- b. Each of the four kinds of evaluative tools outlined immediately above shall be equally weighted.

##### 2. The Scholarship of Research and Creative Accomplishment

The following criteria for measuring and evaluating the artistic and research activities of a faculty member are presented with the understanding that a person need not show equal accomplishment and involvement in all areas cited. The quality of work and the degree of activity expected from a particular faculty member would depend to some extent on rank, so that a person aspiring to become a full professor, for example, would normally have acquired a high degree of artistic competence and a variety of professional responsibilities. It should also be noted that while creative contributions leading to stage productions and completed films are considered equivalents of "publication" in the usual academic sense of the word, this does not preclude the possibility that some faculty members in the School of Theatre may publish exclusively, and others may do creative projects and publish as well.

###### a. Artistic Endeavor

- i. Creative contributions to theatre, dance, other performing art forms, films or television productions both within the university and in the profession at large
- ii. Original plays, dances, films or television and CDs

- iii. Conducting creative programs, workshops, and projects
- iv. Developing of artistic specialization, including new courses and laboratory facilities
- v. Multidisciplinary efforts
- vi. Developing a means of support (grants, contracts, etc.) for creative projects
- b. Publication
  - i. Published monographs, book reviews, theatre reviews, journal articles, chapters in books, textbooks, other books, and electronic publications
  - ii. Published plays, screenplays and dances
  - iii. Illustrations in published materials
  - iv. Exhibitions.
- c. Scholarship
  - i. Advanced degree.
  - ii. Activities designed to improve the individual professionally, such as courses completed, workshops and clinics attended.
  - iii. Certification by professional organizations or professional unions.
  - iv. Membership in professional organizations, and attendance at conferences and conventions.
- 3. Service and Scholarship of Service to the University, Society and the Profession
  - a. Service to the University
    - i. University committees at all levels (Senate, College, School, student)
    - ii. Advisor to student groups on campus
  - b. Public Service
    - i. Community leadership
    - ii. Consultation and creative contributions to other departments and community organizations
  - c. Service to professional organizations, i.e., committee membership, leadership responsibilities, editing newsletters.

## ADDENDUM I

The School of Theatre also considers student advising to be a key component of their educational experience. The School will assign advisees to faculty member advisers. Faculty members are responsible for assisting their advisees in pursuing their chosen program of study and making them aware of special opportunities as they arise. The School will monitor student progress towards graduation and inform students of their status each semester. Faculty members will routinely contact their advisees each semester and assume responsibility for course scheduling, program planning, and the completion of graduation requirements.

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**School of Theatre**  
**Promotion and Tenure Procedures Specific to Joint Appointments**

The following pertains only to those joint appointments wherein responsibility for assignments and budgetary responsibility are shared between academic units. It does not include *courtesy* appointments designed to recognize and validate a faculty member's teaching, research, and/or service engagement based on disciplinary interest, commitment, or association. For example, the following does not apply to courtesy appointments in Women's Studies, African American Studies, etc. unless there is budgetary responsibility by the secondary unit.

1. The Promotion and Tenure Committee for faculty whose tenure home is in the School of Theatre but includes a joint or shared appointment with another unit of the college or university will consist of the three elected members of the School of Theatre Promotion and Tenure Committee plus an appointed member representing the candidate's secondary unit. The appointed member will be selected by the Director of the School of Theatre in consultation with the administrator in the candidate's secondary unit and will participate only in evaluation procedures for faculty member(s) with joint or shared appointments in the appointed member's academic unit. This participation is designed to provide a voice to the secondary unit regardless of percentage of appointment.
2. In the case of candidates with a joint or shared appointment, the fulfillment of assigned responsibilities will be considered in the context of the Director's Statements regarding Teaching, Research/Creative Achievement, and Service. These statements will be developed by the Director of the School of Theatre in consultation with the head of the secondary unit involved in the joint or shared appointment.
3. In the case of candidates with a joint or shared appointment, the candidate's promotion and tenure dossier must include a review by the administrator representing the secondary area of the candidate's appointment as per guidelines in AC-23.

Adopted by unanimous vote of the School of Theatre faculty 8/19/16.