

Department of Performing Arts: Bylaws

October 6, 2017

1. Introduction

The Department of Performing Arts at the University of Tennessee at Chattanooga is to be governed by these bylaws, which are subject to all policies and provisions as set forth by the Faculty Handbook, the College of Arts and Sciences, the University of Tennessee at Chattanooga, the UT Board of Trustees, and the laws of Tennessee. In the event of conflict, the rules of the higher body take precedence.

2. Voting Membership

Consistent with university policy, the voting membership of the departmental faculty shall be taken from the core faculty members holding the faculty rank of Professor, Associate Professor, Assistant Professor, and Lecturer. To ensure equity between the Music and Theatre Divisions, the votes will be proportionally factored, giving individual members in the division with the smallest number of voting members equal weight in department-wide votes.

3. Department Meetings

3.1. The Performing Arts Department Head or designee will preside over meetings, cancel regular meetings as necessary, and call special meetings. The Department Head shall prepare and make available the agenda at least 24 hours prior to the meeting. The agenda will include items subject to a vote at that meeting.

3.2. Two-thirds of the voting membership from each division shall constitute a quorum for the transaction of business.

4. Committee Membership

Department-wide committees shall be comprised of an equal number of members from each of the divisions.

Music Division: Bylaws

Rank, Tenure, and Reappointment

These bylaws address specific procedures in this division's rank, tenure, and reappointment (RTR) process which may differ from those of other divisions or departments. However, nothing in the bylaws should be understood to conflict with general university policy, as found in chapter three of the [Faculty Handbook](#). In addition, the [Promotion and Tenure Guidelines](#) for the College of Arts and Sciences are now in effect (including the external reviewer policy for faculty hired after September 1, 2011).

Election of RTR Committee Chair and Initial Request for Consideration

At the initial fall meeting of the full music faculty, a tenured member (normally one holding the rank of Professor) shall be elected to serve as the Chair of the Rank, Tenure, and Reappointment Committee (RTRC). This committee shall include all tenured music faculty except the Department Head. Those holding the rank of Associate Professor and Professor shall serve as the committee for promotion to the rank of Associate Professor. Only those holding the rank of Professor shall serve as the committee for promotion to the rank of Professor.

At this meeting, a request is made for written letters of nomination for promotion to be addressed to the Chair of the RTRC as well as a request for dossiers from faculty who wish to be considered for promotion or tenure.

Prior to the Initial Meeting

Prior to the initial meeting of the RTRC, the Chair of the committee will notify all candidates for tenure and promotion of their nomination. The Chair will also notify the members of the RTRC of the names of individuals to be considered at the initial meeting of the committee.

Initial Meeting

The initial meeting of the RTRC shall be held according to the calendars stipulated in chapter three of the [UTC Faculty Handbook](#). The committee shall:

- identify candidates for reappointment, tenure, or promotion;
- review the Handbook stipulations regarding reappointment, tenure, and promotion as well as Music Division expectations (described later in this document);
- empanel subcommittees for a thorough review of the candidates being considered for reappointment, tenure, or promotion;
- determine relevant deadlines for the current year (aligned with [Faculty Handbook](#) 3.4.2 and 3.4.5); and
- review the position description and requirements for each candidate, supplied by the Department Head.

Peer review of probationary faculty may include, but is not necessarily limited to, evaluation of classroom and studio instruction, student advisement, scholarly and creative activities, service, and relationships with colleagues.

Committee Requests of Candidates

After the initial meeting of the RTRC, various requests may be made of each candidate. These requests may include, but are not limited to, permission to review student evaluations and Evaluation and Development by Objectives (EDO) documents, an updated curriculum vita and dossier, and a schedule of classes to be observed.

Rank, Tenure, and Reappointment Committee Deliberations

A quorum of tenured faculty must be present for any formal consideration of a candidate. The Committee Chair shall call for a motion. Subcommittee reports and peer comments will be presented as discussion on the motion.

A formal vote (yes or no) shall be taken by secret ballot. A simple majority of members present and voting is required to pass a motion. The Chair may vote. No proxy votes are allowed.

Recommendation to Department Head

The RTRC will forward a written recommendation to the Department Head, including their assessment of the strengths of the candidate, areas of concern, and the voting results. A copy of this letter will be forwarded to the candidate. The RTRC will also forward records of committee membership and attendance at final discussions to the Department Head. The motion and the results of voting shall constitute the formal recommendation to the Head. The candidate is invited to submit a written response to the RTRC Chair and Department Head. Future assessment of a candidate is based in part on evidence that a candidate has responded to concerns stated in the letter. Concerns not documented in the written recommendation to the Head shall not constitute a basis for a departmental recommendation of non-reappointment or denial of tenure or promotion.

Expectations for Reappointment, Tenure, and Promotion

Candidates for reappointment, tenure, and promotion who satisfy the requirements for Meets Expectations or Exceeds Expectations (as outlined in the College of Arts and Sciences EDO Guidelines) with some additions applying specifically to the Music Division (as described below) also satisfy the requirements for reappointment, tenure, and promotion.

Candidates for reappointment, tenure, and promotion have the opportunity, on an annual basis, to meet in person with the RTRC to request clarification about areas of concern and advice or guidance on how to address them. The RTRC may also request to meet with the candidate if it desires to hear the candidate's perspective on areas of concern.

EDO Guidelines

Performance Evaluation: Meets Expectations and Exceeds Expectations

The following section aims to clarify the difference between EDO ratings of "Meets Expectations" and "Exceeds Expectations" by outlining activities indicative of these ratings. Faculty are, of course, evaluated based on three performance criteria: teaching and advising; research, scholarship, and creative activities; and service to the University, profession, and community. The [Faculty Handbook](#) clearly links success in these areas to performance ratings by Department Heads. It is also important to note that collegiality is expected of all faculty.

The College of Arts and Sciences' ["Statement on Collegiality"](#) is pasted below:

Collegiality requires the capacity to relate well and constructively with peers and members (faculty, staff, students and administrators) of our campus community. Collegial behavior and support for the common good, therefore, is highlighted by civility and respect for one another, particularly as we may disagree with one another from time to time. Even in our disagreement, we must work well with one another as we share in institutional and departmental goals and responsibilities.

Department Heads should seek corrective action when destructive behavior interferes with departmental goals and functions. If a lack of civility is negatively affecting the health and function of the department, the Department Head will be able to link collegiality (or the lack thereof) to the criteria used in evaluating annual performance (i.e., teaching, research/scholarship, and service).

Section 3.2.2.3 of the [Faculty Handbook](#) (EDO Performance Ratings) is pasted below:

At UTC the evaluation of the professional responsibility of the faculty member focuses on three performance areas; teaching and advising;¹ research, scholarship, and creative activities;² and professional service to the University, profession, and community.³

Among these obligations, teaching and advising are of highest importance at UTC. It is recognized, however, that research, and scholarly and creative achievement contribute significantly to good teaching and to the advancement of knowledge. It follows, then, that faculty members will be expected to be involved actively in research, scholarship or creative activity as well. Since, in its Mission Statement, the university specifies that a fundamental purpose of the institution is to serve the people of the community, state, and region it is expected that faculty members will contribute to this mission through University and professional service. See Appendices A-C for best practices pertaining to each of these three categories.

While the individual faculty member is expected to participate in each of the three areas, annual achievement will vary in accordance with the objectives established in conference with the academic Department Head. Lesser participation in one area should be counterbalanced by greater participation in others.

In the three areas of responsibility⁴ (teaching, research, and service), the academic Department Head will evaluate the faculty member's routine responsibilities established by the academic

¹ Includes such activities as: teaching, student advising, development of new courses, preparation of instructional materials or other activities designed to enhance educational and instructional quality.

² Includes such activities as: disciplinary research, development of creative art forms, grant development and administration, scholarly publications and presentations, and other activities related to the development and dissemination of new knowledge or art forms.

³ Includes such activities as: service through administrative and committee assignments, service to professional organizations, appropriate consulting, advisement or sponsorship of student activities, coordination of special departmental, school, college or university activities, and discipline- and university-related community services.

⁴ [Faculty on sabbatical or other special assignment](#) (e.g. educational leave, research leave) may not be active in each of the three areas during this assignment. With prior agreement, these faculty will be evaluated and, depending on performance, be eligible for a merit salary increment. In accordance with the Faculty Handbook statement, "leaves of absence are normally granted for no more than one year and are normally without university

department, those defined in the Faculty Handbook chapter entitled "Faculty Responsibilities," and those identified on the Individual Objectives Sheet for the period being evaluated.

EDO Rating: Meets Expectations vs. Exceeds Expectations

The College of Arts and Sciences' [Guidelines for Standard and Exceptional Performance](#) are pasted below:

The following are representative activities of the faculty, though not exhaustive, for the areas of: teaching and advising; research, scholarship, and creative activity; and service. Faculty are responsible for documenting specific activities and outcomes in each area. Department Heads are responsible for assessing performance in these areas. In doing so, Department Heads should think of faculty performance in terms of quality, scope, and impact. (For example, in the area of scholarship, refereed publications and monographs published with university presses should carry more weight than nonrefereed publications.) Similarly, Department Heads should be mindful that faculty performance is evaluated based on

1. appropriate objectives for the academic year, specifically objectives set by the faculty member and approved by the Department Head,⁵ and
2. a comparison with the performance of peers within the same department/program.

With the latter point in mind, it is unreasonable to expect that ALL faculty in a single department or program may be nominated for the performance rating of "Exceeds Expectations." Department Heads, therefore, must be judicious in making such recommendations ("Exceeds Expectations") to the Dean. Likewise, the Dean will require that such recommendations be ranked. Finally, despite the fact that a faculty member may "counterbalance" a weaker area with strong performance in another area for the performance rating of "Meets Expectations," failure to meet expectations in any single area shall exclude a faculty member from being considered for the performance rating of "Exceeds Expectations."

EDO Activities: Meets Expectations vs. Exceeds Expectations

Teaching and Advisement

Instructors, Lecturers, and Professorial Ranks: All faculty, regardless of rank or status (part-time or full-time), are expected to demonstrate commitment to good teaching, and they are expected to provide quality instruction in all courses. Unlike the other categories for performance evaluation, the category of teaching and advising carries basic responsibilities.

Representative Activities for Standard EDO Rating

- Select teaching materials which are appropriate to the course description
- Select teaching materials that reflect current developments in the discipline or field

compensation." Faculty on non-academic leave without pay will not normally be evaluated, nor will they normally be eligible for merit salary increment for the year on leave.

⁵ *Faculty Handbook*, Section 3.2.2.1, Establishing Objectives: Since the objectives of the faculty are fundamental components of the EDO process, it is important that they be carefully prepared. It is the responsibility of the faculty member to clearly articulate specific objectives and to demonstrate how these relate to his or her professional development and responsibilities. It is the responsibility of the academic department head to provide an unambiguous review of the merit and quality of these objectives within the context of the disciplinary standards for the profession and the expectations of the faculty member specified in the letter of appointment.

- Submit orders for course materials (i.e., books and textbooks)
- Prepare and submit syllabi that follow UTC guidelines
- Specify in the syllabus a set of reasonable grading practices and follow them carefully
- Teach courses in accordance with the syllabus
- Meet classes as scheduled or, if it is necessary to be absent, notify the Department Head
- Hold office hours and be available to meet with students outside of regular class hours
- Demonstrate satisfactory teaching that encompasses and is informed by student and peer evaluation
- Submit midterm and final grades on time
- Share in the responsibility for advising students, according to departmental arrangements for advisement
- Write letters of recommendation when appropriate

Representative Activities for Exceptional EDO Rating

- Prepare new and innovative course materials
- Direct Departmental Honors Project(s)
- Direct student research project(s), independent studies, or directed studies
- Prepare advising materials
- Participate in professional development activity
- Receive teaching and/or advising award
- Attain superior student and/or peer evaluations

Teaching and Advising—Music Division Additions

Meets Expectations

- Large ensemble directors (orchestra, concert band, Choral Union, Chattanooga Singers, Chamber Singers) are expected to recruit to fill their ensembles
- All applied faculty, regardless of rank, are expected to recruit for their studios

Research, Scholarship and Creative Activities

Instructors and Lecturers: There are no research requirements for faculty appointed at the rank of Instructor or Lecturer. However, published or presented research, scholarship, and creative activity should be considered when present in performance evaluation.

Occasionally, Instructors will have a contract that specifies that continuation of their appointment is dependent on the completion of the terminal degree.

Professorial Ranks: All faculty who hold the ranks of Assistant Professor, Associate Professor, or Professor are expected to maintain a program of scholarly engagement in their discipline.

Specific expectations for each faculty member are to be developed annually in consultation with the Department Head and included in the statement of EDO objectives. (Faculty should consult “Eligibility and Criteria for Tenure Consideration” in [Faculty Handbook](#) 3.4.4 for cumulative standards of evaluation.) Whether a particular activity meets or exceeds expectations depends on the quality, scope, and impact of the work.

Representative Activities for Standard EDO Rating

- Engage in research, scholarship, or creative activity
- Prepare/submit book review for publication
- Prepare/submit article or creative work for publication
- Participate or perform in juried exhibition
- Attend a professional conference
- Organize/lead a professional workshop
- Present paper at professional meeting (regional, national, international)
- Submit proposal to outside funding agency

Representative Activities for Exceptional EDO Rating

- Publish article
- Author or edit a book, collection, journal, or reference work
- Present paper at professional meeting (regional, national, or international)
- Receive national/international recognition
- Develop and/or coordinate professional seminars, workshops, etc.
- Present/perform invited work, exhibition, seminar, or lecture
- Organize, chair session, or serve as discussant at professional meeting
- Receive awarded grant
- Administer a funded research grant

Research, Scholarship, and Creative Activities—Music Division Additions

Meets Expectations

- Applied instrumental and vocal faculty are expected to perform publicly on campus once each year
- Large ensemble directors are expected to conduct their ensemble in a public concert once each semester

Exceeds Expectations

- Applied faculty who present a solo recital, accompany a recital, perform a chamber music work, or solo with a department ensemble
- Faculty who participate in the CSO or other activities not specifically related to the University
- Applied faculty who appear as a soloist or guest artist outside of the University
- Production of a recording by applied faculty or ensemble directors for distribution
- Faculty who have a significant conducting engagement outside of the University
- Adjudication at the state or national level
- Performance of an ensemble at a conference

Service to the University, Profession, and Community

Instructors and Lecturers: Faculty appointed at the rank of Lecturer are expected to provide departmental and university service through committee assignments or less formal arrangements developed in consultation with the Department Head and specified in the statement of EDO objectives.

Professorial Ranks: Faculty appointed at the professorial ranks are expected to provide departmental and university service through committee assignments or less formal arrangements developed in

consultation with the Department Head and specified in the statement of EDO objectives. They are likewise expected to engage in community and professional service activities as appropriate to the discipline.

Representative Activities for Standard EDO Rating

- Attend commencement
- Attend university and college faculty meetings
- Maintain active membership in professional organization(s)
- Organize/chair a professional workshop or conference panel
- Participate in student recruitment (e.g., Fall Visitation Day, meet with prospective students)
- Participate in retention activities (e.g., Read2Achieve activities, "First Class" meetings, Freshman Academic Success Tracking program)
- Participate in departmental activities (e.g., faculty meetings, awards banquets, alumni receptions)
- Respond in a timely manner to queries from the public or community
- Review grant proposals for campus or regional funding agencies
- Support and assist colleagues
- Serve on departmental committee(s)
- Serve on university committee(s)

Representative Activities for Exceptional EDO Rating

- Marshal or otherwise participate in commencement
- Chair a time-intensive departmental or university committee
- Coordinate student recruitment activities
- Engage in special service to department or university (e.g., SACSCOC review process, Strategic Planning)
- Organize a professional conference (regional or national)
- Provide ongoing service to local schools/community
- Provide professional consulting services
- Review manuscript(s) for a journal or press
- Review grant proposal(s) for a major funding agency (e.g., NSF, NEH)
- Serve as officer in professional organization (national or international)
- Serve on committee of professional organization (national or international)
- Serve on Faculty Senate or other time-intensive university committees

Service to the University, Profession, and Community—Music Division Additions

Meets Expectations

- Every faculty member is expected to participate in recruiting activities for the department

Approved and adopted by the Arts and Sciences Department Heads on February 5, 2014. Music Department additions were approved by majority vote on August 11, 2014.

External Review Policy

The College of Arts and Sciences' [External Review Policy](#) is copied below, with Music Division additions in italics:

External peer review is a process whereby academic peers across the country may provide input to tenure and promotion committees, department heads, deans, and provosts with regard to their appraisal of a candidate's creative or scholarly achievement within their discipline. It is difficult, if not impossible, for a reviewer to evaluate the teaching or the service of a candidate from afar.

The College of Arts and Sciences External Review Policy will take effect on September 1, 2013. This is a broad and flexible policy for the departments within the College. Should departments wish to do so, they may submit to the Dean for approval, external review policies that are more refined or more rigorous than the policy listed below. This policy is in effect for any tenure-track faculty member hired after September 1, 2011. This policy is effective immediately for any tenured faculty member seeking promotion.

External Review Process

Prior to October 15th in the year that a faculty member applies for either tenure or promotion, the faculty member will provide the Promotion and Tenure Committee (or the equivalent) a single portfolio (or in the case of a digital portfolio, a DVD or CD-ROM) documenting creative activity and/or research.

The faculty member will provide a list of potential external reviewers, no fewer than four, that the Committee will review. Each potential reviewer should be identified by name, title, institution, accompanied by a brief rationale for his/her selection.

The Committee will choose at least two reviewers from the faculty member's list. The Committee will then generate a list of potential external reviewers, no fewer than four, that the faculty member will review. Each potential reviewer should be identified by name, title, institution, accompanied by a brief rationale for his/her selection. From the Committee's list, the candidate will choose no fewer than two reviewers. No fewer than four external reviewers remain at this point.

By November 1st, the chair of the Committee, with the Department Head*, will solicit via email a minimum of four and a maximum of seven external reviewers using a "neutral" template letter supplied by the College. Should some of the selected reviewers decline, the Committee would go back to the two lists and continue the process until at least THREE reviewers agree to submit an external review of the candidate's materials. Reviewers will then be mailed the candidate's scholarship portfolio and be asked to supply two things: 1) a one- to two-page letter of evaluation, and 2) a copy of their curriculum vitae by no later than January 15th.

Reviewer Selection Guidelines

- Reviewers should be tenured and at or above the rank that the candidate seeks.
- Reviewers should be at a peer institution, an aspirant peer institution, or an institution that is universally recognized as excellent.
- Reviewers should not have had a working relationship with the candidate (dissertation director, chairperson, co-author, etc.). *For music faculty, a working relationship is also defined as any sustained collaboration. One-time or short-term collaborations do not qualify as a working relationship.*

- Reviewers should not be in contact with the candidate about the review process from the time that they accept the external review assignment. The candidate should also not attempt to contact the external reviewer.
- *All reasonable attempts should be made to list faculty with an equivalent position to the candidate.*

External reviews will be delivered directly to the chair of the Committee. At minimum, the faculty member's dossier should include two reviewer recommendations. Should fewer than two external reviews be returned, the chair of the Committee will note the efforts made to solicit reviewers and their reviews. The chair must document the fact that only one external review was returned. The single external review, however, will not be included in the candidate's materials.

*In the event that the Department Head or Division Chair is him/herself being evaluated for tenure or promotion, the cover letter will be sent by the chair of the Committee and the Dean of the appropriate College.

A flow chart for the external review process is provided in the College of Arts and Sciences' [Promotion and Tenure Guidelines](#).

Theatre Division: Bylaws

1. Curriculum

The Division's Curriculum Committee consists of all full-time faculty members, with the Theatre Chair or the Chair's designee as Chair of the committee. Departmental faculty who seek a curricular change are encouraged to submit proposals to the assigned departmental curriculum coordinator. All proposals should initially include an outline or abstract of the proposed changes. The committee will review proposals during a regularly scheduled faculty meeting. Assuming the abstract receives a favorable review, the sponsor of the proposal will be encouraged to submit an expanded proposal, including a paradigmatic syllabus citing grading procedures, student learning outcomes, and topics to be covered as well as a rationale for the curricular change. A model and listing of requirements can be found on the University's web site. Once approved by the Division's Curriculum Committee with a recorded vote, the proposal will be reviewed for signature by the Theatre Chair. The paperwork will then advance to the Head of the Department of Performing Arts, the Dean of the College of Arts and Sciences, and the Provost for review and signature. In turn, the University's Curriculum Committee will consider the proposal. Pending that committee's decision, the proposal will be forwarded to the Faculty Senate for approval.

Changes to the General Education curriculum follows the same sequence. However, the proposal must meet criteria and expectations found on the University's website and will be reviewed by the General Education Committee as well.

General Education Curriculum Committees

Each General Education course offered by the Division that has more than one instructor shall have its own General Education Curriculum Committee. At least once in each semester a course is offered, a meeting of that course's General Education Curriculum Committee will be called by the Theatre Chair or the assigned Committee Chair. This committee will be comprised of all the instructors of the course, and adjunct professors will be invited (though they are not required to attend). The committee will work to ensure that there is curricular consistency within the General Education program and that each course properly prepares students for the courses to follow. This will be achieved by meeting once a semester as a committee; additional meetings can be scheduled throughout the semester as needed.

2. Faculty Evaluations, Reappointment, Rank, and Tenure

Annual Evaluations

Each full-time faculty member will complete the annual Evaluation and Development by Objectives (EDO) document as a requirement of their ongoing employment. The first section of the form, where the faculty member sets forth objectives for the following year, is normally submitted by the end of March but may be submitted as late as September of the academic year under review. In either case, the EDO should be inclusive of teaching, research, and service activities planned for the year, including the summer. Modification to the objectives are permitted through the middle of the following October. The second part of the EDO, where faculty members account for their professional activities during the previous year, is also due in March. In order to distinguish the EDO evaluation from reappointment decisions (which also occur annually for probationary faculty), it should be understood that the EDO is a

measure of annual performance in a given year by the Head while reappointment recommendations are made to the Head by the departmental Rank, Tenure, and Reappointment Committee (RTRC), in light of the candidate's overall long-term performance and their potential for future performance. For university-wide information about EDOs, see the [Faculty Handbook](#).

Criteria Used in Evaluating EDOs in the Theatre Division

EDO Activities: Meets Expectations vs. Exceeds Expectations

Teaching and Advisement

Instructors, Lecturers, and Professorial Ranks: All faculty, regardless of rank or status (part-time or full-time), are expected to demonstrate commitment to good teaching, and they are expected to provide quality instruction in all courses. Unlike the other categories for performance evaluation, the category of teaching and advising carries basic responsibilities.

Representative Activities for Standard EDO Rating

- Select teaching materials that are appropriate to the course description
- Select teaching materials that reflect current developments in the discipline or field
- Submit orders for course materials (i.e., books and textbooks)
- Prepare and submit syllabi that follow UTC guidelines
- Specify in the syllabus a set of reasonable grading practices and follow them carefully
- Teach courses in accordance with the syllabus
- Meet classes as scheduled or, if it is necessary to be absent, notify the Department Head
- Hold office hours and be available to meet with students outside of regular class hours
- Demonstrate satisfactory teaching that is informed by student and peer evaluation
- Submit midterm and final grades on time
- Share in the responsibility for advising students, according to departmental arrangements for advisement
- Write letters of recommendation when appropriate

Representative Activities for Exceptional EDO Rating

- Prepare new and innovative course materials
- Direct Departmental Honors Project(s)
- Direct student research project(s), independent studies, or directed studies
- Prepare advising materials
- Participate in professional development activity
- Receive teaching and/or advising award
- Attain superior student and/or peer evaluations

Teaching and Advising—Theatre Division additions

Meets Expectations

- Theatre faculty members are expected to advise students. Student advisees may be assigned based on the student's area of interest in theatre (e.g., acting, directing, design).

Research, Scholarship, and Creative Activities

Instructors and Lecturers: There are no research requirements for faculty appointed at the rank of Instructor or Lecturer. However, published or presented research, scholarship, and creative activity should be considered when present in performance evaluation.

Occasionally, Instructors will have a contract that specifies that continuation of their appointment is dependent on the completion of the terminal degree.

Professorial Ranks: All faculty who hold the ranks of Assistant Professor, Associate Professor, or Professor are expected to maintain a program of scholarly engagement in their discipline. Specific expectations for each faculty member are to be developed annually in consultation with the Department Head and included in the statement of EDO objectives. (Faculty should consult “Eligibility and Criteria for Tenure Consideration” in [Faculty Handbook](#) 3.4.4 for cumulative standards of evaluation.) Whether an activity meets or exceeds expectations depends on the quality, scope, and impact of the work.

Representative Activities for Standard EDO Rating

- Engage in research, scholarship, or creative activity
- Prepare/submit book review for publication
- Prepare/submit article or creative work for publication
- Participate or perform in juried exhibition
- Attend a professional conference
- Organize/lead a professional workshop
- Present paper at professional meeting (regional, national, or international)
- Submit proposal to outside funding agency

Representative Activities for Exceptional EDO Rating

- Publish article
- Author or edit a book, collection, journal, or reference work
- Present paper at professional meeting (regional, national, or international)
- Receive national/international recognition
- Develop and/or coordinate professional seminars, workshops, etc.
- Present/perform invited work, exhibition, seminar, or lecture
- Organize, chair session, or serve as discussant at professional meeting
- Receive awarded grant
- Administer a funded research grant

Research, Scholarship, and Creative Activities—Theatre Division Additions

Meets Expectations

- Production faculty are expected to complete a significant creative and/or technical activity for a major UTC Theatre Company production, as assigned.
- Design, direct, manage, perform, or otherwise significantly participate in invited creative activity.

Exceeds Expectations

- Design, direct, manage, perform, or otherwise significantly participate in numerous or high-profile invited creative activities.

Service to the University, Profession, and Community

Instructors and Lecturers: Faculty appointed at the rank of Lecturer are expected to provide departmental and university service through committee assignments or less formal arrangements developed in consultation with the Department Head and specified in the statement of EDO objectives.

Professorial Ranks: Faculty appointed at the professorial ranks are expected to provide departmental and university service through committee assignments or less formal arrangements developed in consultation with the Department Head and specified in the statement of EDO objectives. They are likewise expected to engage in community and professional service activities as appropriate to the discipline.

Representative Activities for Standard EDO Rating

- Attend commencement
- Attend university and college faculty meetings
- Maintain active membership in professional organization(s)
- Organize/chair a professional workshop or conference panel
- Participate in student recruitment (e.g., Fall Visitation Day, meet with prospective students)
- Participate in retention activities (e.g., Read2Achieve activities, "First Class" meetings, Freshman Academic Success Tracking program)
- Participate in departmental activities (e.g., faculty meetings, awards banquets, alumni receptions)
- Respond in a timely manner to queries from the public or community
- Review grant proposals for campus or regional funding agencies
- Support and assist colleagues
- Serve on departmental committee(s)
- Serve on university committee(s)

Representative Activities for Exceptional EDO Rating

- Marshal or otherwise participate in commencement
- Chair time-intensive departmental or university committee
- Coordinate student recruitment activities
- Engage in special service to department or university (e.g., SACS review process, Strategic Planning)
- Organize a professional conference (regional or national)
- Provide ongoing service to local schools/community
- Provide professional consulting services
- Review manuscript(s) for a journal or press
- Review grant proposal(s) for a major funding agency (e.g., NSF, NEH)
- Serve as officer in professional organization (national or international)
- Serve on committee of professional organization (national or international)
- Serve on Faculty Senate or other time-intensive university committees

Service to the University, Profession, and Community—Theatre Division Additions

Meets Expectations

- Every faculty member is expected to participate in recruiting activities for the department

Exceeds Expectations

- Exceptional activities recognized by the Division Chair and/or Department Head.

Faculty Liaisons

The Theatre Chair will assign all probationary faculty (non-tenured but tenure-track) a faculty liaison from among the senior (tenured) faculty. It is the responsibility of the liaison to serve as a resource for the probationary faculty member in negotiating the various evaluation and review processes required by the institution and to generally serve in an advisory capacity during the probationary period.

The role of the liaison is complex in that it balances the desire of the department to provide the probationary faculty member with the necessary resources to succeed in the department while considering the long-term welfare of the department. The senior faculty member is ultimately responsible for the welfare of the department and the liaison is not, by definition, an advocate for the probationary faculty in reappointment and promotion decisions.

Peer Teaching Evaluations

All probationary faculty will receive an evaluation of their teaching in their first, second, and third year of reappointment.

This evaluation will normally take place in October and will be performed by a team of two faculty: one to be chosen by the Head from among the tenured faculty; the other to be designated by the RTRC.

After the third year of reappointment, a teaching evaluation may be initiated at the request of the probationary faculty member, the Head, or by a majority vote of the RTRC. In the case of an evaluation initiated by the probationary faculty member, the Head will designate a tenured faculty member for the evaluation in consultation with the probationary faculty member requesting the review. The RTRC will designate the second evaluator.

In either case, the two evaluators will consult with the probationary faculty member to arrange appropriate times to visit selected classes. It is the responsibility of each evaluator to send an evaluative report (usually no more than a page in length) to the RTRC, copied to the faculty member and the Theatre Chair. The report is due within two weeks of the visit. The liaison may also choose to discuss the outcomes of the evaluation with the candidate. The candidate can initiate a discussion as well. These evaluations will be considered as a part of the candidate's record of teaching performance in the faculty member's EDO and reappointment review. Typically, evaluations will assess the candidate's delivery of information, interaction with students, and comfort with instructional materials, equipment, and/or technology.

The procedures for the reappointment, tenure, and promotion of Theatre faculty do not differ from those that apply to the University's faculty at-large. Please consult the [Faculty Handbook](#). To be considered for reappointment, tenure, or promotion, faculty must submit an academic and professional dossier for initial review by the Division's Rank, Tenure, and Reappointment Committee. Candidates are strongly encouraged, however, to submit these materials as early as possible, ideally by October 1. In

the case of tenure, the RTRC consists of all tenured faculty in the Theatre Division. In the case of promotion, the committee consists all Theatre Division tenured faculty equal to or above the rank of the promotion level sought by the applicant. At the first meeting of the committee each academic year, the committee will elect a chair whose term will last one year.

External Review Process

The Theatre Division follows the College of Arts and Sciences' [External Review Policy](#), which is pasted below:

Prior to August 15th in the year that a faculty member applies for either tenure or promotion, the faculty member will provide the Promotion and Tenure Committee (or the equivalent) a single portfolio (or in the case of a digital portfolio, a DVD or CD-ROM) documenting the creative activity and/or research completed while in rank at the university. The candidate will also provide a list of three to five potential external reviewers that the Committee can review. From that list the Committee will choose two. The Committee itself will generate a list of three to five potential reviewers that the candidate can review. After the review, the candidate can eliminate up to two of those potential reviewers because of any possible conflicts of interest.

From the reviewers remaining, the Committee will choose two. By September 1st, the chair of the Committee will then, with the Department Head, solicit via email a minimum of three and a maximum of four external reviewers using a "neutral" template letter supplied by the College. Should some of the selected reviewers decline, the Committee would go back to the two lists and continue the process until four reviewers agree to submit an external review of the candidate. The reviewer will be mailed the candidate's portfolio and be asked to supply two things: 1) a one- to two-page letter of evaluation; and 2) a copy of their curriculum vitae by no later than November 15th.

Reviewers should:

- Be tenured and at or above the rank that the candidate seeks.
- Be at a peer institution, an aspirational peer institution, or an institution that is universally recognized as excellent.
- Not have had a working relationship with the candidate (dissertation director, chairperson, co-author, etc.)
- Not be in contact with the candidate from the time that they accept the external review assignment. The candidate should also not attempt to contact the external reviewer.

External reviews will be placed in the tenure or promotion dossier in time for the Committee to utilize in their deliberations. Should fewer than two external reviews be submitted, the chair of the Committee will note the efforts made to solicit reviewers and the existence of a single external review in a one-page memorandum that will be included in the dossier. The single external review, however, will not be included in the dossier. In the case of an appeal filed by a faculty member, they would have the right to receive and comment on copies of the external reviews that are included in the dossier.

Dossiers

All candidates up for reappointment, tenure, or promotion are strongly encouraged to consult the official [“Checklist of Materials for Rank, Tenure, and Reappointment Folder”](#) used for the preparation of dossiers.

Candidates should organize their dossier materials in the order listed on the appropriate checklist. Once the RTRC has reviewed the dossier, candidates should revise their materials accordingly. After those revisions are completed, candidates must then provide the following materials (in a separate folder, white in color):

- A copy of the most recently completed EDO
- A one-page statement of teaching philosophy and goals
- Commentary from the faculty member on teaching evaluations
- An updated curriculum vita

Theatre Division Bylaws for Tenure

These bylaws address specific procedures in the Theatre Division’s tenure process, which may differ from those of other divisions or departments. However, nothing in the bylaws should be understood to conflict with general University policy, found in chapter three of the [Faculty Handbook](#).

The procedures for effecting tenure in the Department of Performing Arts do not differ from those outlined in [Faculty Handbook](#) 3.4.5. Specificity beyond the handbook is required only regarding the constitution of the Division’s Reappointment, Rank, and Tenure Committee and how votes for tenure are treated by that committee.

The Theatre Division’s RTRC consists of all tenured faculty members in the Division, save the Head or others in administrator lines. All tenured faculty members, except as noted, may vote in matters of tenure (even by proxy and even if absent during deliberations). Faculty on sabbatical, for instance, would be eligible to vote. It is the duty of the Chair of the committee to solicit proxy votes.

A quorum for votes of tenure consists of more than half of eligible voters, with a minimum of three. Should there not be three tenured faculty members within the Division, tenured faculty members outside the Division shall be empaneled by the committee Chair. For promotion recommendations, consideration will be by only those members of the committee already at the rank to which the promotion is to be made or higher. A valid majority consists of more than half of the voting members. Abstentions are counted for voting purposes. Thus, if the RTRC consists of five faculty members, three voting members would constitute a quorum. With this example, a vote of 1-0-2 (one vote in favor of tenure with two abstentions) would equal the minimum positive vote for a tenure recommendation.

The RTRC reserves the right to take multiple internal “straw” votes, over the course of several days if need be, prior to submitting a final vote and recommendation to the Head. The determination to take a final vote demands the agreement of the majority of eligible voters. The committee, as a body, also reserves the right to formally question the Head about candidates for tenure and to formally question the candidates themselves.

Prior to a final vote regarding tenure, the RTRC must honor at least one request, if one is made, from a candidate for an audience with the committee.

Criteria for Tenure

These bylaws address specific clarification, appropriate for this department, of the general criteria for tenure found in chapter three of the [Faculty Handbook](#). The College of Arts and Sciences also maintains a regularly updated publication ("[Promotion and Tenure Guidelines](#)") which is endorsed by this Division as a complement to these bylaws and a valuable guide to the faculty member in preparing an effective tenure application. Neither the bylaws nor the guidelines should be understood to conflict with general University policy as found in chapter three of the [Faculty Handbook](#).

Teaching and Advising

Candidates for tenure in the Theatre Division may demonstrate excellence in teaching and advising through such means as:

- Peer evaluations of classroom instruction indicating clarity, knowledge of the subject matter, organization, vitality, approachability, and sensitivity;
- Syllabi, examinations, and other handouts for assigned courses, which reflect appropriate content, support the curricular framework of the department, and show evidence of revision, innovation, and/or currency over time;
- Student evaluations that place the candidate at least in the upper half of evaluations across the University;
- Awards for teaching excellence issued by such bodies as the UT Alumni Association, the College of Arts and Sciences, the Student Government Association, or other national or professional organization; and
- Testimonials from current or former students revealing the candidate to have a strong interest in the welfare, progress, and retention of our students.

Research, Scholarly, and Creative Activities

Candidates for tenure in the Theatre Division must provide evidence of research, scholarship, and/or creative activities performed while at UTC, whether in performance, design, or technical production. This can come in the form of:

- List of productions performed in, designed, directed, or provided significant artistic, administrative, and/or technical support;
- Representative product of creative work, such as digital copies of photos, renderings, drawings, drafting, or edited video in rehearsal/performance;
- Publication of research or studio/design work in books, journals, book and exhibition reviews, catalog essays, encyclopedia articles, and book chapters;
- Lectures presented at universities or at regional, national, or international meetings.
- Participation in national and professional organizations;
- Grants secured from regional, national, or professional organizations;
- Awards for creative work or research issued by national or professional organizations; and
- Written testimonials from peers at off-campus institutions regarding the quality of the candidate's research or creative work.

Service

Candidates for tenure in the Theatre Division must show evidence of dedication and commitment to the University, as measured by participation and productivity in:

- Theatre Division and Department of Performing Arts committees;
- University committees;
- Professional organizations; and
- Discipline-related community service enterprises that contribute to UTC's mission to serve as a metropolitan institution (e.g., lectures at local schools, membership in local arts and civic organizations).

Intangibles

The candidate should show a clear commitment and dedication to the Theatre Division and to UTC. As an artist working within a collaborative art form, he or she must interact well with students and faculty colleagues and should serve as a model for the profession to our students and as an effective ambassador of the University.

3. Teaching Load

The Theatre Division officially maintains guidelines to help ensure a fair and flexible distribution of the department's teaching load.

Each full-time faculty member in the Theatre Division will be assigned a workload of twelve credit hours per semester based on faculty equivalencies as adopted by the theatre faculty and recommended by NAST. This workload will be made up of a combination of teaching, research/creative/performance expectations, and administrative assignments. Assignments are to be made by the Theatre Chair (in consultation with each faculty member) and documented in the EDO.

The Faculty Load Equivalencies adopted by the faculty and subject to periodic revision by the faculty will be used to ensure that each person is functioning at the full level, except in instances of specific, justifiable extenuation. Significant production assignments in the Theatre Company season are understood to be the equivalent of one 3-hour course.

Each faculty member not engaged in approved research/creative performance or administrative assignments will be required to teach a twelve-hour course load.

The Theatre Chair may take into consideration the number of students in all classes in determining faculty load assignments.

Independent Study Loads

No faculty member is permitted to take on more than three independent study courses during any one semester, unless specifically permitted by the Theatre Chair.

4. Theatre Division Voting and Committees

Voting Procedures

1. Voting will take place during Division meetings.
2. During Division meetings, one half of the tenured and tenure-eligible faculty shall constitute a quorum.
3. A majority vote by eligible members will be sufficient to carry a measure.
4. Proxy votes will not be allowed (except as noted for tenure votes).

Voting Membership

1. Discussion and input are appreciated and encouraged from all faculty regardless of status.
2. Tenured faculty not in administrative lines may vote on issues related to reappointment, tenure, and promotion. Only faculty holding at least the rank to which a candidate seeks promotion are eligible to consider that applicant's request. Only tenure and tenure-eligible faculty can vote on tenure-line hiring.
3. Tenured and tenure-eligible faculty may vote on curricular issues, degree requirements, programs, philosophy and goals, EDO standards and procedures, and department bylaws. They are also eligible to vote on Department Head hiring.
4. All full-time faculty, regardless of years served, may vote on department matters not covered in #2 and #3 above; such matters include scholarships, awards, allocations of resources, and other annual student-related decisions.
5. Only faculty members active within the production program or who teach core theatre major courses may vote on production-related matters, such as season selection, production budgets, and production positions.
6. Emeritus faculty, phased-retirement faculty, retired faculty, and part-time faculty do not have any voting rights.

Theatre Division committees may be established by the Theatre Chair or by a majority of the full-time faculty. Theatre Division committees may be established by the Theatre Chair or at the request of the Department faculty; members shall be appointed annually. Committees are generally considered to be composed of all eligible voting members in the Theatre Division, except where specifically noted elsewhere.

5. Finance and Budgets

Overall Budget

The Division budgets are allocated at the beginning of each fiscal year, and the allocations should follow requests made the previous year through the normal budget process established by the institution. It is the Theatre Chair's responsibility to allocate all Division funds, within University guidelines. Typically, however, the Theatre Chair seeks ideas from the Division's faculty about operating equipment, total production budget amount, and personnel requests. From the Division, annual requests proceed to the Head of the Department of Performing Arts and then to the Dean of the College of Arts and Sciences. At that level, requests from all departments in the college are ranked in priority order and are moved to the Provost and Chancellor for subsequent review and approval.

Production Budgets

The total academic year's production budget shall be split between the productions during a meeting of the faculty designers, technical director, and production directors. It is then up to each production's staff to further divide that production's budget by area. A careful record should be made of all purchases against that budget, with all receipts going promptly to the Division's administrative assistant as well as monthly totals submitted for inclusion in the Division's NAST Head Data forms. Items purchased using a University Procurement Card shall be reconciled at the time Procurement Card statements are received.

Purchasing Procedures

Whenever possible, faculty and staff should use their procurement cards to make purchases for supplies and equipment. It is the responsibility of the faculty member to ensure that sales taxes are not incurred at the time of purchase. In cases where it is not possible to use the procurement card without incurring taxes, the faculty should pay for supplies out of pocket, keep the receipt, and complete a T-4 form to secure reimbursement. Purchases over \$5,000 must go out for bid. It is the responsibility of the individual faculty member to submit three bids to the administrative assistant who will then authorize the purchase.

6. Travel Authorizations

Individual travel budgets are assigned by the Theatre Chair. Faculty who intend any professional travel outside the state must complete a Travel Authorization Request Form at least two weeks prior to the trip. The forms are available on the [UTC website](#). Please email the administrative assistant with the specific details of your travel (dates, city and state, hotel and address, purpose of travel, and funding information). Without a completed Travel Authorization Request Form, traveling faculty may find themselves absent without leave, uninsured, and without the possibility of financial compensation from the University.

7. Library Requests

Once a year the Theatre Chair or the Chair's faculty representative submits to the University Library a list of books that the Division wishes to add to the library's collection. That list is typically submitted in December. Faculty are encouraged to contribute to this list, provided that the proposed acquisitions do not duplicate existing holdings.

8. Adjunct Faculty

Expectations for Adjunct Faculty Teaching THSP Courses

Adjunct faculty are hired to teach specific classes for the Division on a part-time basis. They form an integral part of our Division, and we value their investment in our curricular objectives. Expectations are in place for full-time faculty to ensure competency and excellence in teaching. To assist and support adjunct faculty, we outline similar standards in this section.

1. Prepare course syllabi following UTC and Theatre Division guidelines. This includes syllabus formatting (headings and other required information) and all appropriate statements about student services, etc. The Division will provide a syllabus for each course, and a course outline will be made available whenever possible (e.g., for introductory courses).
2. Each syllabus should specify a set of reasonable attendance and grading practices, and faculty should follow these carefully. The syllabus is considered to be a contract, and the course needs to be taught in accordance with the syllabus. An omission of, changes made to, or non-adherence to specific criteria in a syllabus (such as grading and attendance practices) can ultimately lead to a student's filing an official Grade Appeal. For a complete list of syllabus requirements consult the [Walker Center for Teaching and Learning's website](#).
3. Tools and materials that students are required to purchase should be listed in the syllabus (or as a separate attached "Supply List"). Suggestions for points of procurement should include local

vendors as well as internet options. This avoids any potential perception that a particular vendor is being favored. There should be no money exchanged between faculty members and students for procurement of materials or for any other reason.

4. Any teaching supplies or materials that faculty purchase for a class should to be done in consultation with the Department Head and/or the Foundations Coordinator.
5. Meeting with your classes as scheduled is assumed; if a change in venue or location (off-campus) is arranged prior to a scheduled meeting, you should notify your students in advance and post a notice on the classroom/studio door. You should also notify the Division's administrative assistant of any location change in case of an emergency. If you must be absent from class, you should immediately notify the Division's administrative assistant (to post a notice on the classroom door) and the Department Head.
6. All faculty are expected to reserve time to meet with students outside of class, either by maintaining regular office hours (1-2 hours per week) or by being available to make appointments with students as necessary (Office Hours by Appointment).
7. Adjuncts involved with Theatre Company productions are expected to meet with students and faculty/staff as needed during the production process. Specific duties are to be established prior the start of each semester.
8. Follow Theatre Division policies and procedures (see Policies and Procedures Manual), noting that some requirements apply specifically to full-time faculty while others apply to all faculty. For instance, while adjunct faculty are invited to Theatre Division Faculty Meetings, their attendance is not required.

The Theatre Chair and faculty recognize the importance of the contributions of adjunct faculty. Please consider the Theatre Chair and full-time faculty as informal mentors for your successful teaching, your advancement, and your student interaction. This is especially important when teaching a course for the first or second time in the Division.

Evaluation of Adjunct Faculty

1. Adjunct faculty (like all faculty) are required to submit a syllabus during the first week of classes. In addition, they will be asked to retain sample quizzes, assignments, and examinations for Division records. These materials should evidence consistency and alignment with overall Division course objectives and pedagogy for the area(s) being taught.
2. Within the first year (first semester whenever possible) of hiring a new adjunct faculty member, the Theatre Chair (or his/her representative) will observe at least one class session. If serious problems are observed, at least one additional observation (with an expectation of positive outcomes) will be required. A faculty member with two unsatisfactory observations will not be reappointed. Beyond the first year, additional observations will be scheduled at the discretion of the Theatre Chair or Department Head.
3. The Theatre Chair will review all student evaluations of adjunct faculty in the Theatre Division. Any problems/concerns will be noted, and the Head will meet with the faculty member to address these issues as appropriate. A faculty member with consistently poor student evaluations (three or more semesters) will not be reappointed.
4. Continued evaluation may include any or all of the following:
 - a. Additional visits and observations;
 - b. Formal and informal meetings/conversations with the Department Head; and

- c. Fulfillment of responsibilities including class attendance, prompt submission of grades, timely book orders, and completing department/college/university needs.
- 5. New THSP Adjunct Faculty members should:
 - a. Attend UTC new adjunct faculty orientation;
 - b. Activate and regularly check their UTC email account;
 - c. Learn to use Blackboard (use of Blackboard is encouraged); and
 - d. Become familiar with the productions of UTC Theatre.