

THEATRE ARTS – Procedures and Guidelines for Promotion and Tenure

Approved by the Department Head and tenured faculty, May, 2011

Overview

The University's promotion and tenure procedures are described on the Academic Affairs website

<http://academicaffairs.uoregon.edu/content/promotion-tenure-guide>

Below are specific procedures for the Department of Theatre Arts.

Procedures

Annual Reviews and Contract Renewal

Each assistant professor is reviewed annually by the Department Head. These annual reviews provide an opportunity to evaluate whether the faculty member is progressing towards a favorable promotion and tenure recommendation and offer an opportunity to address any problems in a timely fashion. In the middle of the promotion and tenure period, typically in the spring of the third year for faculty members who do not enter with prior credit towards tenure, the faculty member will undergo a "contract renewal review." This review involves a personnel committee report, a departmental vote, a report by the Department Head, and approval by the Dean.

A fully satisfactory review indicating that the faculty member is on track towards promotion and tenure will usually lead to a three-year contract extension, which will take the junior faculty member through the promotion and tenure year. If the contract renewal process determines that the faculty member's record is not satisfactory and that promotion and tenure are not likely, the faculty member will be given a one-year, terminal contract. A junior faculty member may also be given a renewable contract that does not extend to the promotion and tenure year if there are questions as to whether the faculty member will have a record meriting promotion at the end of the promotion and tenure period. In such cases, the faculty member will be required to go through another contract renewal review process prior to the promotion and tenure review in order to determine if the faculty member has been able to remedy shortcomings in the record identified in the contract renewal process.

Review Period

A candidate is normally reviewed for promotion and tenure in the sixth full-time equivalent year of service. An accelerated review can occur in unusually

meritorious cases or when credit for prior service at another institution has led to a contractual agreement to this effect at the time of hire. The terms of hire should make clear where on the timeline an individual faculty member stands; from that time on, subsequent advances in rank will be awarded according to established promotion procedures. In cases in which credit for prior service at another institution is agreed upon, scholarly work completed by the faculty member during those years will receive full consideration during the promotion and tenure process. Should a faculty member who has agreed to an accelerated review at the time of hire choose to delay that review for the full six years of full time service, scholarly work completed prior to arrival at the University of Oregon will be of secondary consideration during the tenure and promotion process and consideration of scholarly achievement will focus on work completed during the six full time years of service at the University of Oregon.

The University also has Parental Leave/Pregnancy and Medical Leave policies that can affect the timing of promotion by “stopping the tenure clock” for a pre-specified and contractual period of time. Faculty members considering such leaves should consult the Academic Affairs website <http://academicaffairs.uoregon.edu/>. Faculty members should discuss the timing of leave and its relation to the promotion and tenure decision with the Department Head who may also consult with the Dean and the Provost to ensure that there is appropriate and clear written documentation of leave agreements.

External Reviewers

In the spring term prior to the year when the tenure case is to be considered, the Department Head will consult with members of the department and, when appropriate, members of any research institute/center with which the faculty member is affiliated, and prepare a list of external referees who will be invited to evaluate the research record of the candidate. Subsequently, the candidate will be asked to submit a list of potential external referees to the Department Head. These processes must be independent. External reviewers should generally be from comparable or more highly regarded institutions. Ideally, they should be Full Professors who have the appropriate expertise to evaluate the candidate's record. Generally, dissertation advisors, close personal friends, or other individuals who might be viewed as having a conflict of interest, are not asked to be external reviewers. The University requires that a clear majority of the reviewers come from the department's list of recommended reviewers; there must be at least five letters in the submitted file. If the department's list of recommended external referees overlaps with the candidate's list of recommended external referees, these referee's names will count as department-recommended reviewers. External reviewers are generally asked to submit their letters by late August, early September.

For Theatre Arts, in addition to at least five external review letters, professional artists are solicited to write review letters addressing particular design or directing

efforts that the candidate is undertaking for University Theatre productions. The Department Head, in consultation with the junior faculty member, arranges for a professional theatre artist to attend and report candidly their views on the faculty member's creative work (design, directing, dramaturgy, playwriting, acting). These letters, in addition to senior faculty consensus based on experience of working in collaboration with the designer or director, form the basis of evaluation of artistic achievement. Local newspaper reviews or unsolicited/solicited letters from audience members regarding a particular design or directed production have far less weight in forming an evaluation of artistic achievement.

Internal Reviewers

The department may also solicit on-campus letters from those familiar with the candidate's teaching, scholarship, or service. In particular, inclusion of an internal review is the norm when a faculty member is a member of a research institute/center. This review is prepared by the Director of the institute/center, in consultation with its senior members.

Degree of Candidate Access to File

The candidate must submit a signed waiver letter in the spring term prior to the file being sent to external reviewers. The candidate can waive access fully, partially waive access, or retain full access to the file. The candidate should consult the Academic Affairs website <http://academicaffairs.uoregon.edu/> for a complete description of the waiver options.

Candidate's Statement

The candidate is required to prepare a personal statement in the spring term prior to promotion and tenure consideration. The statement should describe the candidate's scholarly accomplishments, agenda, and future plans. The Office of Academic Affairs indicates that a five-page, single-spaced statement is ordinarily sufficient. The candidate's personal statement also should include a section describing his or her teaching program, indicating courses taught, pedagogical objectives and methods, and any past, present, or future course development activity. It should also contain a discussion of service activities for the department, the college, the university, the profession, and the community. The personal statement should be accessible to several audiences, including external reviewers, fellow department members, other university colleagues, and administrators. Thus, the personal statement should strike a balance between communicating with experts in the field and those who are not members of the discipline and who may not be familiar with the candidate's area of research.

Dossier

In addition to the letters from the external reviewers and, when appropriate, internal letters, including one from a candidate's research institute/center director, the dossier should include:

(1) a signed and dated current curriculum vitae; (2) copies of all significant publications, which may include "in production" or "forthcoming" work (an unpublished work may be described on the C.V. as "in production" or "forthcoming" if it has been accepted in its final form; there must be written affirmation [an email is acceptable] from the editor of a press for a book, the editor of a journal for an article, and the book editor for a book chapter, as to its full acceptance and a statement that all requested revisions have been submitted and that the work in question is no longer subject to authorial or editorial change beyond those required by the publication process); works in progress may be included as the candidate chooses; (3) a signed and dated candidate's statement; (4) a signed copy of the waiver or non-waiver letter; (5) a list of courses taught by term and year with numbers of students and numerical evaluation scores provided to the department by the registrar; (6) syllabi and other course materials; (7) a list of all Ph.D., M.A./M.S., and undergraduate honors theses, with an indication of whether the candidate was the committee chair or a committee member; (8) signed student comments; (9) peer evaluations; (10) external reviewer biographies and a description of any relationship between the candidate and the reviewers.

Candidates should be sure to submit updated information to the department head as to the ongoing status of all submitted publications (acceptance, in production or forthcoming, and appearance, with the necessary documentation) throughout the promotion and tenure process; the department head should notify the CAS Associate Dean with responsibility for promotion and tenure when new information becomes available.

Promotion and Tenure Committee and Report

During the spring term, and prior to the deadline by which the tenure case must be submitted, the Department Head will appoint a promotion and tenure committee of tenured faculty to review the candidate. If there is an insufficient number of tenured faculty in the department to constitute a personnel committee, the Department Head should select committee members from tenured faculty in other related departments with guidance from the Dean and the appropriate Associate Dean. This committee will be charged with submitting a written report to the department evaluating the candidate's case for promotion and tenure. In particular, the committee report will include an internal assessment of the candidate's work, a summary and evaluation of the external and internal referees' assessment of the candidate's work, an evaluation of teaching that includes a discussion of the numerical student evaluation scores, written comments, and peer reviews, and an assessment of department, university, professional, and community service. The committee report must conclude with a recommendation to the department regarding promotion and tenure. The committee report is generally made available in the department office to all

tenured faculty of appropriate rank for review prior to the department meeting. Faculty members with permanent continuing appointments vote in promotion to Associate Professors and tenure cases. Faculty members with permanent continuing appointments at the highest level vote in promotion to Full Professor cases.

Department Meeting and Vote

In general, the Department will hold a meeting no later than mid-October to consider its promotion and tenure recommendation for the candidate. Voting members meet and discuss the committee report and the case. Following discussion, members vote by signed, secret ballot on whether to recommend promotion and tenure (or just promotion in the case of a promotion to Full Professor). When all votes have been registered, the votes will be tallied by the Department Head, and the voting faculty will be informed of the final vote tally. The anonymity of the individual votes will be maintained, although the signed ballots will be kept in a signed and sealed envelope by the Department Head in case they are requested by the Dean or the Provost. The Department Head does not vote.

Department Head's Review

After the department vote, the Department Head writes a separate statement. The statement includes a description of the process, including any unique characteristics of the profession (e.g., books versus articles; extent of co-authorship; significance of order of names on publications, etc.), as well as a summary of what the external production reviews and faculty evaluation of artistic achievement. The statement also offers recommendation regarding the case for promotion and tenure that may or may not agree with the department vote. The Department Head's statement, the personnel committee report, the recorded vote, and the materials submitted by the candidate are added to the dossier. The completed file is then sent to the College of Arts and Sciences (CAS). The deadline for submission of the file to CAS is generally in the middle of November for tenure cases and late November for Full Professor cases.

College and University Procedures

1. Once the file reaches CAS, it goes to the Dean's Advisory Committee (DAC), which is comprised of two faculty from each of the three divisions within CAS (Sciences, Social Sciences, and Humanities). If a member of the candidate's department is serving on this committee, s/he is recused from discussion and voting. The DAC reads the file and writes a report evaluating the candidate's research, teaching, and service. . The DAC then votes on whether the candidate

should be recommended to the Dean for promotion and, if appropriate, receive tenure.

2. After the file leaves the DAC, the Dean receives the file and writes a letter evaluating the research, teaching, and service record of the candidate based on the contents of the file. This letter indicates whether the Dean supports or does not support promotion and/or tenure. After the letter is completed, the candidate is invited to the Dean's office for a meeting. In the meeting, the Dean indicates whether or not he or she is supporting promotion to associate professor and tenure, or promotion to full professor, reads a redacted version of his or her evaluation letter, and answers any questions with regard to the position taken on promotion and tenure. The candidate may request a written summary of the dean's review after the meeting with the dean, even if the candidate has fully waived his or her access to the file. In most cases, the Dean will meet with the candidate in the months of January, February, or March.

3. After the file leaves the College of Arts and Science (CAS), it goes to the Faculty Personnel Committee (FPC), a ten-person committee including CAS and professional school faculty members (if a member of the candidate's department is serving on this committee, he/she is recused from discussion and voting). The FPC also reads the file and writes a report evaluating the candidate's research, teaching, and service. The FPC votes on whether the candidate should be recommended to the Provost for promotion and, if appropriate, tenure.

4. Once the FPC has completed its deliberations, the file goes to the Provost's office. The Provost ultimately makes the promotion and tenure decision and all earlier deliberations, reports, and votes in the file are advisory to him or her. The Provost reads the file and writes a brief letter describing his or her position with regard to promotion and/or tenure. If the promotion and tenure decision is a difficult one, the Provost may in rare cases invite the candidate for a meeting. The Provost's decision with regard to promotion and tenure is communicated by letter in campus mail. Except in rare and difficult cases, the Provost has agreed to provide a decision in campus mail on May 1st (or before May 1st if it falls on a weekend). In other cases, the candidate will receive the letter on or before June 15th.

* * * * *

GUIDELINES

The following guidelines outline the criteria for promotion and tenure in the Department of Theatre Arts. They provide a specific departmental context within the general university framework for promotion and tenure of faculty. The

guidelines that apply to the candidate's promotion file are generally those in force at the time of hire or at the time of the most recent promotion.

RESEARCH

The Department of Theatre Arts honors the tradition of university faculty publishing their work and we interpret "publish" to mean "to make public" in a meaningful way. In Theatre Arts, creative production is a requirement for tenure coequal with scholarly publication.

Scholarly publication should advance original research which has been peer-reviewed for journals or books clearly important to the larger field. That is, the quality of the publication is as important as a quantity of publications which were not peer-reviewed or do not advance original research. In some cases textbooks of substantial research breadth or original methodology are also highly valued. Candidates for tenure and promotion will present published work as part of their dossier for external review.

Creative production should also advance original research and be reviewed by professionals in the appropriate field. Professional reviews for design, dramaturgy, directing, playwriting, and sometimes acting should be arranged by the Department Head for each University Theatre production during the period of review. These professional reviews will be kept confidential. Faculty may provide a brief (one-page) statement of intentions or limitations to the Department Head to pass on to the professional reviewer as additional context. These statements will be attached to the letter of review. Faculty should not solicit additional or competing reviews, though unsolicited letters and local press may be included in the supplemental file. As Design faculty are less likely to be publishing articles or essays for anthology, evidence of the research and illustration of final product should be included in the file. Renderings or photographs of designs singled out for special commendation in national journals or books should count as publication.

In both scholarship and creative work, the Department of Theatre Arts looks not only to the quality of the publication or production record but also to the rate of productivity. Consistent or steadily excellent scholarship and creative production is more important than singular accomplishment or erratic achievement. For both published scholarship and creative work, both the intrinsic quality of the work and the quality of the venue (e.g. producing company, publisher, journal, etc.) will be significant factors in evaluation.

For scholarly publication, a basic measure would be publication of one book during the period of review or one juried article or anthology essay published for each of the years leading to tenure review. Again, review will include attention to and evaluation of the quality of the research and publication as more important than the quantity of publications.

Design faculty typically design an average of two UT productions per season. Faculty who direct typically direct one mainstage production (in the Robinson theatre or Hope theatre) at least every other year, if not annually. Faculty who are not directing in a given season should make some significant contribution to the season in another way (dramaturgy, playwriting, acting). This is the minimum expectation. Off-campus venues such as local Eugene productions are valued as additional exposure and experience and may, in some cases, yield note for exceptional excellence or unusual regional attention.

As professional theatre is not a business that faculty may easily access at the most nationally notable levels, without extensive release time from teaching and advising, creative production is not to be expected to include work comparable to what a full-time practicing professional for a regional or repertory company might do. Nor are our faculty geographically situated to sustain the same kinds of professional associations or build similar professional reputations as theatre faculty in comparable institutions located closer to the networks of metropolitan or east coast professional theatres.

For both creative production and scholarly publication, awards or honors should be listed and their relative measure of recognition or achievement briefly explained in their personal statement for tenure review. Professional standing or impact on the field may be measured by significant appointments to national conference organizations – though these more typically enhance a candidate's credit in service. For designers, juried exhibitions and presentations for, and in some cases invitations to juried symposia are special measures of national or international value of the design work. Special care for junior faculty should be taken to not take on conference work or editing positions if they will in any way diminish ongoing and active scholarship and/or creative productivity.

Book Publication

In order for any publication, but especially book publication to be counted towards promotion, the manuscript must be complete, accepted by a publisher, and "in production." The University of Oregon's Associate Provost defines "in production" as the completion of all work on the manuscript by the author, including all revisions. Similarly, articles and book chapters must either be "in print" or "forthcoming" in order to count towards a faculty's publications. "Forthcoming" means that an article or book chapter has been accepted for publication and requires no further revisions or editing of any kind. A letter to this effect from a journal editor or editor of a volume of essays for each "forthcoming" publication is recommended. Generally, it is expected that the book should be "in production" and that each listed article or book chapter should be "forthcoming" by the time the candidate meets with the Dean in order for the publications to count fully towards promotion.

TEACHING

The department of Theatre Arts is committed to excellent teaching in all assigned courses as well as in mentorship arrangements that extend beyond the traditional classroom. In assessing teaching quality, the department relies on the following:

- numerical evaluations should be weighted in terms of percentage of response, and are expected to most often meet or exceed the departmental mean.
- signed comments from student evaluations are reviewed for how they illuminate the numerical scores and may carry additional importance if they help to define a pattern found across courses or terms.
- faculty review of numerical and written evaluations should take into consideration the clear differences between studio and lecture teaching, as well as the expected difference in rigor between lower and upper division courses.
- course evaluations with a low percentage of responses will not be regarded as having the same weight or value as scores and comments from higher response rates.

Quality of Classroom Teaching

Faculty and Department Head review of the quality of teaching for tenure and promotion and review will include assessment of the following – across evidence in evaluations, enrollment records, and peer evaluations:

- organization of course schedule and syllabus, with clear expectations of student performance and evaluation criteria
- use of classroom time, including assignments, reading loads
- preparation and evidence of research for preparing new courses, particularly graduate seminars and upper division advanced courses
- innovation or special achievement in redesigning core courses
- awards and other commendations

Peer Evaluations

The university has initiated a policy of peer review and evaluation of teaching in order to provide comprehensive and convergent evidence of faculty's teaching effectiveness. Each tenure-track faculty member must have at least one course evaluated by a faculty peer during each of the three years preceding the faculty

member's promotion and tenure review. Each tenured faculty member with the rank of associate professor must have at least one course evaluated by a faculty peer every other year until promotion to full professor.

Theatre Arts guidelines for Peer Evaluation require observation of at least two class meetings in the ten weeks of a given course. Faculty being reviewed should make available a syllabus and any other materials (exams, assignments) relevant to the meetings observed

Junior faculty preparing their tenure case should list (either within the CV or separately) all courses taught during the period of review and offer brief description of courses which are new to the department or especially innovative. In the candidate's personal statement, special care should be taken to make clear the relationship between the candidate's research/creative production and teaching.

Also, for the tenure case, a list of guest lecture or workshops for other departments or universities, especially as they contribute to ongoing interdisciplinary collaborations or associations of value to the university community or regional/national reputation, should be included in the CV.

Letters of Support

Letters from faculty or other colleagues/students on campus or outside of the university which attest to teaching guest lectures, workshops or other kinds of mentorship will not weigh significantly in evaluation of a candidate's teaching, especially if they are primarily solicited or take on an obvious tone of advocacy. Unsolicited, objectively evaluative letters can be helpful, however, in further detailing a candidate's interdisciplinary collaborations, and trajectory of research/creative production.

Graduate Supervision and Committee Work

Junior faculty un-tenured are not expected to mentor or serve as chair for more than one dissertation or thesis at a time. They may serve on several committees, but it is important that such work does not defer or slow their research/creative production or classroom teaching. Design faculty receive extra credit for serving on M.A. committees, when needed.

Faculty must be active in mentoring, including mentorship of directing and design projects, for graduate students, and including temporary assignment as adviser to new graduates in their first year.

Undergraduate Supervision

All faculty are assigned students to advise and are responsible for keeping in good contact. Faculty should be advising undergraduates to make plans for graduation that include the balances of production work, study abroad plans, and proceeding through the introductory to advanced courses of the major, as well as general university requirements.

All faculty are expected to post regular office hours every term and to make these known to their students on the first day of class, preferably printed in the syllabus.

All faculty also mentor and advise students in production for University Theatre as well as in independent projects for the Pocket Playhouse or Honors College thesis. Production, especially for University Theatre, should be seen as an ongoing laboratory beyond the classroom, in our shops and rehearsals as well as weekly production meetings scheduled by the Technical Director.

SERVICE

Service plays an essential role in promotion considerations and distinguishes between the requirements for promotion to Associate Professor and Full Professor. The Department of Theatre Arts is a small department in number of faculty, servicing four degree programs and a full production season. It is vitally important that Theatre Arts faculty participate responsibly and cooperatively in departmental governance beyond just weekly faculty meetings or University Theatre assignments. The common goals of the Department's programs, goals most often defined by what the faculty collectively agree is best for our students, should be as important in an individual faculty member's decision-making as his or her personal research and/or creative agenda. Our department places high expectation that faculty will model the flexibility and cooperation in teamwork we want our students to adopt.

Service to the department, in faculty governance and University Theatre, are considered enough for junior faculty prior to promotion and tenure. For associate professors, however, university committee work, leadership in professional organizations at the regional or national levels, or significant administrative service are very important to post-tenure full professor reviews.

Community Service for our department is often folded in to what we do on a regular basis. Our role in the community of theatre makers for the Eugene-Springfield area has been described as the "mother-ship" – sharing materials, faculty and student expertise with many theatre and education organizations in the community over many productive years. Our productions attract about 50% public subscribers for attendance. Our productions also devote two or three performances to raising funds for a new charity every year. Even so, faculty outreach to community organizations, volunteering to teach a workshop or lead a

discussion, sharing our expertise when invited, are valued and should be noted in any case for review. As with so many other areas for evaluation, if a candidate's community outreach clearly extends to a sustained relationship or new set of ongoing projects, such service is most valued. Community contacts or events which are singular or do not seem to foster further relations or sustained research is less valued.