

SCHOOL OF COMMUNICATIONS AND THEATER

TENURE AND PROMOTION GUIDELINES FOR PRESIDENTIAL FACULTY

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SCHOOLWIDE GUIDELINES

Introduction

The School of Communications and Theater (SCT) Tenure and Promotion Guidelines have been developed in compliance with the President's Guidelines for Review of Tenure and Promotion Applications and the TAUP contract. The intention of this document is to present SCT's criteria and procedures for promotion and tenure in a clear, systematic and logical way for both the reviewers and the candidates. The document follows University and Presidential guidelines, but makes the process more specific to the School and departments. As is University policy, tenure and promotion actions require separate votes at the department and school levels. Many of the requirements and procedures set forth in these Guidelines apply to both tenure and promotion, but wherever necessary, tenure and promotion are treated separately.

I. GENERAL REQUIREMENTS - TENURE AND PROMOTION PROCESS

- A. All candidates for tenure and/or promotion shall participate in a review process that is fair and systematic**
- B. All departments shall have a Department Personnel Committee (DPC)**
- C. All candidates for tenure and/or promotion shall be responsible for knowing and complying with published deadlines, requirements and other University regulations regarding tenure and promotion**
- D. All candidates for tenure and/or promotion shall have a mentor(s)**
- E. All candidates for tenure shall be reviewed yearly in the areas of teaching, scholarship/creative activity and service. Yearly reviews may be used in contract renewal decision-making**

II. SPECIFIC REQUIREMENTS - TENURE AND PROMOTION PROCESS

- A. All candidates for tenure and/or promotion shall participate in a review process that is fair and systematic**

All departments shall use the SCT Tenure and Promotion Guidelines but shall provide additional guidance on relevant departmental requirements and expectations. The Tenure and Promotion Guidelines shall remain available on the School's Web site. Candidates shall have access to materials used in their evaluations as permitted by the President's Guidelines and TAUP contract.

Department procedures used for promotion and tenure shall be appropriately publicized and shall be the same for all candidates. Consideration for tenure is automatic according to rank and years of service as described in the Temple University Faculty Handbook. The timing of consideration for tenure may also be specified in a letter of appointment. Consideration for early tenure or promotion may be initiated by the candidate, the department chairperson, or by a member of the personnel committee. When requested and agreed to by the candidate, the department shall initiate its tenure and/or promotion process. Candidates

for tenure and promotion shall be reviewed in the areas of teaching, scholarly/creative work and service. All members of all committees voting on candidates for tenure and promotion are responsible for reading, viewing or otherwise evaluating candidates' materials. Departments shall make all reasonable attempts to provide diversity and change on candidates' review committees from year to year. There shall be a grievance procedure for dispute resolution regarding the tenure and promotion process.

B. All departments shall have a Department Personnel Committee (DPC)

Each department will determine the structure of its DPC and detail this in its respective appendix to this document. In cases where a department's appendix states policies regarding the DPC that are in conflict with those in this document, the policies detailed in this document will supersede those of the department. In order to meet the deadlines detailed below, each department's DPC must be constituted by the end of the spring semester preceding the fall semester in which a tenure and promotion case will be considered. The committee chair should meet at least once with the candidate before the summer break to develop a timeline for achieving deadlines in the fall.

The DPC may be a committee of all faculty members eligible to vote for tenure or promotion, or a subcommittee of the eligible faculty. If permitted by departmental procedure, the chairperson of the DPC may appoint subcommittees and a chairperson for each. (In these guidelines, all expectations of the Department Personnel Committee also apply to any designated subcommittees.) Membership on these subcommittees shall be determined in a fair and equitable way, attempting to provide representation from various constituencies and programs of the department. In particular instances the DPC may request qualified, non-department faculty to serve on these subcommittees. Disputes regarding composition of the subcommittees may be referred to, in order:

1. The Department Personnel Committee
2. The Department Chairperson
3. The Dean of SCT

Departmental faculty members are eligible to vote as appropriate on all candidates being reviewed. In cases of tenure and promotion, only tenured faculty at or above the rank aspired to by the candidate may participate in discussions and vote on both tenure and promotion. In cases of promotion alone, only tenured faculty at or above the rank aspired to by the candidate may participate in discussions and vote. In cases of tenure alone, only tenured faculty at or above the current rank of the candidate may participate in discussions and vote.

The DPC shall carry out factual and evaluation-gathering duties in compliance with this document and all University rules and procedures. The DPC shall present written and oral summaries of the review and present recommendations, clearly based on the evidence gathered, to the eligible voting members of the department.

As stated in the TAUP contract, "Individuals being considered for promotion are ineligible to participate in deliberations regarding promotions in the year in which their candidacy is being considered."¹

This is understood to mean that individuals being considered for promotion cannot serve on a DPC while it is considering tenure or promotion, be present at any deliberations regarding tenure or promotion, and vote at any level in cases involving tenure or promotion.

Those eligible members of the department faculty, including the department members of the DPC, shall then hear the recommendations, review the evidence, and vote as a body of the whole. Eligible faculty members

¹ TAUP Collective Bargaining Agreement 2004, Article 11, section C, number 2, p.14.

who are also members of the SCT Personnel Committee may vote and be present for deliberations on each departmental candidate only once, either as an eligible member of the department or as a member of the SCT Personnel Committee.

The DPC chair shall discuss the review procedures with the candidate. In cases in which the DPC is a subcommittee of the eligible faculty, the candidates may challenge the composition of the DPC. In the case of a challenge, the above listed order for dispute resolution shall be followed.

The DPC chair shall collect the department file of the candidate and be responsible for it during the review procedure. The candidate shall be given the opportunity to review the contents of her/his file and to add significant materials accumulated since the last review. During the review process the candidate shall have the opportunity to add other materials as they are accumulated. The members may request more information, further interview the candidate or evaluators, or otherwise act to ensure fair, impartial and sound judgment.

The DPC chairperson shall communicate with the candidate throughout the process so that the review can be conducted thoroughly and fairly. In case of a dispute during the process, the above-cited dispute resolution order shall be used. The candidate may consult with any member of the DPC during the review process and that member may present a candidate's grievance to the DPC.

For third-year (ordinarily) pre-tenure reviews, the DPC review shall be presented to the department chair. The DPC chairperson shall meet with the applicant to discuss the findings. The department chair shall then make a recommendation to the SCT Personnel Committee, which in turn shall review the materials and make a recommendation to the dean.

For tenure and/or promotion reviews, there shall be at least two meetings during which discussion of a tenure and/or promotion decision takes place. Voting must take place during the final meeting. Voting shall be by secret ballot, with only eligible members of the faculty present.

In accordance with University procedures, the votes for promotion and tenure shall be separate although the discussions may take place during the same meetings.

The areas to be evaluated are: teaching, creative/research and service. For each of these areas, the department shall vote using three categories: outstanding, satisfactory and unsatisfactory. According to the TAUP contract regarding both tenure and promotion, "Teaching Instruction and research/scholarship/creative activity shall be primary in this evaluation. University service, service to the professions/discipline, and discipline-based community service shall be secondary."²

The University's definition of outstanding is "informed by standards for tenure [or promotion at the same rank] at other national research universities appropriate to the discipline under consideration."³

Within the strictures of this definition, departments have stated in their attached appendices what outstanding implies in their respective fields.

As stipulated in the TAUP tenure transmittal document, all eligible faculty members will also vote on a statement explaining whether and how this tenure candidate meets the "Long term/Structural Academic needs" of his/her department.

Criteria for promotion and tenure shall be no less exacting than those outlined in the Temple University

² TAUP Collective Bargaining Agreement 2004, Article 11, section D, p.19. and TAUP Collective Bargaining Agreement, 2004, Article 11, section B, p.13.

³ TAUP Collective Bargaining Agreement 2004, p.19. and TAUP Collective Bargaining Agreement, 2004, p.13.

Faculty Handbook and elsewhere, but shall be department specific. Department specific criteria will be detailed in the appendices.

Faculty members absent from any departmental meeting during which discussion of a tenure and/or promotion decision takes place may not vote on the recommendations. If a committee member, having been present for the earlier discussions, is prevented from voting by extraordinary circumstance, the committee may choose to accept a later but timely vote.

Except in the extraordinary circumstance mentioned above, no committee votes shall be accepted after the recorded vote. The DPC chair shall record the vote on the department transmittal form. Upon completion of its work, the DPC shall have prepared a written review document, complete with evaluations and recommendations, to be forwarded to the appropriate bodies. Dissenting opinions by committee members shall be forwarded along with evaluations and recommendations. The DPC chairperson shall complete the transmittal form, sign it, and forward it to the chair.

The department chair shall vote separately from the department. The department chair shall prepare a separate transmittal report on the candidate using the form provided by the University. The chair makes an independent recommendation and vote, using the same rankings of “outstanding,” “satisfactory,” and “unsatisfactory” used by the department. The chair votes on the same three categories of teaching, research/creative and service, as does the department. The department chair will also include a separate statement explaining whether and how this tenure candidate meets the “Long term/Structural Academic needs” of his/her department.

Upon completion of the departmental review process, the department chair shall inform the candidate of the departmental and the department chair’s recommendations. The department chair will provide the candidate with copies of the departmental and department chair’s transmittal forms. The transmittal forms and any required attachments shall be sent to the Dean of SCT and the SCT Personnel Committee.

At each level of review, the candidate will be allowed to provide written communication regarding the evaluation provided at the previous level. This will give candidates an opportunity to provide any additional information, explanation or clarification before the dossier is sent to the next level. Except in cases in which good cause is shown, the candidate must provide any such communication to the individual or committee within 10 days of the date of the relevant transmittal.

The levels of review for the tenure and promotion process are: department committee; department chairperson; college/school committee; dean.

Upon completion of the review process, the raw data, written comments and other materials collected by the DPC shall be kept by the department chair for use in any dispute arising from the review process. If the chair is the applicant in a tenure or promotion action, the DPC chair shall safeguard the raw data, written comments and other materials collected by the review committee for use in any dispute arising out of the review process.

C. All candidates for tenure and/or promotion shall be responsible for knowing and complying with published deadlines, requirements and other University regulations regarding tenure and promotion

Regulations regarding tenure and promotion are published in this guide (available online on the School of Communications and Theater Web site), departmental documents, and the agreements between Temple University and TAUP, and the Temple University Guidelines for Review of Promotion and Tenure Files (available through the Vice Provost for Faculty Affairs Web site).

D. All candidates for tenure and/or promotion shall have a mentor(s)

The Department Chair shall be responsible for assigning a mentor for each eligible tenure-track faculty member. If the Department Chair is a candidate for promotion and/or tenure, the Chair of the DPC shall make the assignment.

1. The faculty member shall be consulted and agree to a mentor before one is assigned.
2. The mentor may serve as long as is appropriate; however, by agreement between the assigning chair and the candidate, an alternative mentor may be assigned at any time.
3. The mentor may serve on review committees and otherwise vote on the candidate's performance.

The mentor shall:

1. Provide advice and support for the faculty member's overall professional development.
2. At the faculty member's request, the mentor shall visit classes and provide feedback.
3. Provide information, advice and assistance in seeking appropriate and available resources in support of teaching, service, and research.
4. Provide guidance regarding expectations of professionalism in the department, SCT and the University.

E. Tenure track faculty shall be reviewed annually.

III. REVIEW PROCEDURES AND CRITERIA

A. Department Personnel Committees shall evaluate candidates for promotion or tenure with respect to the candidates' contributions to their Departments, SCT, the University and their particular disciplines through teaching, creative/scholarly achievement, and service

B. Faculty reviews with or without promotion/tenure shall include:

1. A beginning-of-the-process and, if the candidate desires, an end-of-the-process interview. The DPC shall arrange to meet with the candidates before the review process is undertaken. At that time the committee will determine whether the candidate has received the necessary written guidelines, including this document, has understood the procedures, has provided updated materials including a current vitae and portfolio, has submitted names of referees if appropriate, -including students, has provided schedules of classes, performances, workshops or other assessment opportunities, and has reviewed her/his department file. At the request of either a candidate or the DPC, additional meetings between the parties may take place. Meetings between the DPC chair and the candidate will be ongoing.
After the review is completed, discussed and voted on by the eligible department faculty members and either a report is filed in the department or, as appropriate, summaries are forwarded as transmittal forms to the SCT Personnel Committee and the Dean of SCT, the Department Personnel Committee will provide the candidate with the opportunity for an end-of-process review.
2. A dossier prepared according to the Temple University Organizational Outline for Promotion and Tenure Files available online at the Vice Provost for Faculty Affairs Web site
3. A DPC-prepared assessment of teaching, creative/scholarly achievement and service, following department-specific guidelines as detailed in appendices to this document

C. Faculty reviews for tenure and/or promotion will include systematic student input:

1. As per the 2008-2012 TAUP contract, independently collected student input will be part of the tenure and/or promotion process. Each DPC will develop a mechanism to impartially and systematically solicit written student input for tenure and/or promotion. The method will be detailed in the department's appendix to this document. All gathered student input will be available to all faculty involved in the discussion of and vote on the candidate, and will be included in the department's transmittal material to the SCT Personnel Committee.

IV. INDEPENDENT EVALUATORS

A. In addition to the requirements above for all scholarly/creative reviews, the DPC chair shall solicit evaluations from independent evaluators of appropriate standing to a Carnegie RU/VH, RU/H, DRU⁴ University

B. There are two types of external evaluators. Those picked by the Dean and the DPC independently of the candidate will be known as Independent Evaluators. Those nominated by the Candidate will be known as Candidate's Evaluators. All evaluators will be chosen in the spirit of objective assessment of the candidate as detailed below

C. External Evaluators

1. Independent Evaluators

Three to five potential Independent Evaluators will be selected by the DPC. These evaluators must not be associated with the candidate through mentoring, shared research or creative activity, or any relationship that could make objective judgments difficult. They must not "stand to gain, directly or indirectly, from the success of the candidate's application for tenure or promotion." The names of the potential Independent Evaluators along with their professional affiliations will be submitted to the Dean for his/her review. The Dean may delete or add additional evaluators to the list. The Dean may select the evaluators or leave the selection up to the DPC.

2. Candidate's Evaluators

The candidate will provide a list of four potential Candidate's Evaluators along with their professional affiliations for the Dean's consideration. From this list, two Candidate's Evaluators will be selected to participate in the review. The Dean may select the evaluators or leave the selection up to the DPC. The Dean may delete evaluators from the list. The DPC will solicit the selected Candidate's Evaluators.

3. Final list of Evaluators

Once the Dean has completed review of both Independent and Candidate's Evaluators, the DPC will put together a final list of the external evaluators. (The candidate does not have access to the identity of the external evaluators.) If the Dean chooses to select Independent Evaluators, these will be on the list. If the Dean chooses not to select Independent Evaluators, the selection will be made by the DPC. The list will include three to five Independent Evaluators, and two to three Candidate's Evaluators. The evaluators from the candidate's list will be clearly labeled as such. In the event that the Independent Evaluators solicited by the DPC prove inconclusive, the DPC, in consultation with the Dean, may choose to solicit additional letters.

⁴TCarnegie RU/VH=Research University/Very High Research Activity; Carnegie RU/H=Research University/High Research Activity; Carnegie DRU=Doctoral/Research University.

4. Conflict of Evaluators

The fact that a candidate may nominate the same evaluator as one chosen independently by the DPC does not preclude the DPC from using that evaluator as an Independent Evaluator as long as the evaluator is not associated with the candidate through mentoring, shared research or creative activity, or any relationship that could make objective judgments difficult.

D. Qualifications of the Evaluators

The referees must be qualified to discuss the candidate's work with respect to the standards of a Carnegie RU/VH, RU/H, DRU University and must not be associated with the candidate through mentoring, shared research or creative activity, or any relationship that could make objective judgments difficult. Nor should there be any discussion between resident voting faculty and outside evaluators concerning a candidate's application for tenure or promotion.

Those providing written evaluations should be members of the nominee's professional community and should be persons of senior standing. Outside evaluators should be in a position to base their judgments on knowledge of standards for tenure and promotion in Carnegie RU/VH, RU/H, DRU Universities. Specifically, if a referee is a faculty member at another university, that referee should be tenured and at or beyond the rank to which the nominee aspires. Alternately, if the referee is a peer professional, he/she should be best able to evaluate the candidate's work on the basis of extensive experience and accomplishment in nationally significant forums. The appropriateness of evaluators of either scholarly or creative work must be explained by the Department Personnel Committee in a memo accompanying the brief biographies.

E. Solicitations

Solicitations to outside evaluators shall be made by the DPC chair or an appropriate DPC subcommittee, but if the candidate requests it in writing, solicitations may be made by any of the following SCT faculty members: Chair of the candidate's department, Chair of the SCT Personnel Committee, or the SCT Dean. It is customary that the solicitor makes a preliminary query about the evaluator's willingness to review the file before actually sending a file. A brief biography of the evaluators should be attached to the preliminary lists and subsequently included with the received letters of recommendation being considered at all levels.

Specifically the referees should be asked to address the quality of scholarship/creative achievement, recognition the candidate has achieved in his/her field, the stature of the forums in which the candidate has published or presented scholarly or creative work, and the candidate's potential for future achievement in scholarship or creative work. If departments wish outside referees to evaluate teaching, this must be so stated and appropriate materials must be provided. Departments that wish to have outside referees evaluate candidate's teaching should so indicate in their appendices.

F. Materials for Outside Evaluators

The candidate must prepare five to seven identical packages for distribution to outside evaluators. Each package must contain the candidate's curriculum vitae and from three to six examples of the candidate's professional work (selected by the candidate). If the department wishes the outside referees to evaluate teaching, appropriate material (such as syllabi and teaching evaluations) must be included in the package. Departments that wish to have outside referees evaluate teaching will use their appendices to indicate appropriate materials to be included in the package.

The DPC chair will prepare a letter to be included in each package explaining the review process, the review timeline and the areas of review requested from the evaluator. According to Temple's Guidelines for Review of Tenure and Promotion Applications, "The external evaluations must include an assessment of research/scholarship/creative activity, and may also include comments on teaching/instruction and service."⁵

G. Timing

By September 1 in the academic year of the tenure and/or promotion application, the DPC will provide the Dean with the names of three to five potential Independent Evaluators along with their professional affiliations.

By September 1 in the academic year of the tenure and/or promotion decision, the candidate will provide the dean and the DPC chair with the names of four potential Candidate's Evaluators along with their professional affiliations and contact information.

Packages for tenure and promotion, acceptable to the DPC, will be sent to the evaluators no later than **September 15** by the DPC chair. In the event that the DPC chair has failed to distribute packages by that deadline, the department chair or an approved alternate will immediately assume the default position and, with the assistance of the candidate, will distribute packets to approved evaluators.

The solicitor will communicate with the DPC chair and the candidate as to the receipt of the evaluations so that the review can be completed on schedule. Alternate evaluators agreed upon by the DPC can be approached if evaluations are not received when specified.

H. Availability of Evaluations

Letters of evaluation will be available for inspection by any Temple faculty member who may deliberate and vote on the candidate being evaluated.

V. THIRD YEAR REVIEW (REAPPOINTMENT)

The third-year review or reappointment process occurs during the fall semester of the third year of the initial tenure track appointment. This review is an assessment of the faculty member's body of work in the areas of research, teaching and service from the date of the tenure-track appointment. It is completed prior to the faculty member receiving his/her second three-year, pre-tenure contract.

Faculty members should submit materials that demonstrate the emergence of a research and/or creative agenda whose subsequent achievement is consistent with the requirements of tenure. These requirements are based on the guidelines provided in the TAUP contract at: www.taup.org/TAUP%20Contract%202008-2012/2008to2012Contract_WebCopy20100415.pdf along with the body and the departmental appendices of this document.

Additionally, faculty members should submit materials that demonstrate promise as a teacher and a history of addressing any teaching issues that should emerge.

Mid-term reviews follow the same procedures as do tenure reviews except that they do not include external reviews. Departmental committees and chairs review the candidate and send separate recommendation letters and transmittal forms, along with the candidate's binder, to the SCT Personnel Committee, which then prepares a recommendation letter to the Dean. The Dean reviews these letters and writes a recommendation to the Provost. The letters from the departmental committee, the chair and the SCT Personnel Committee along with the Dean's

⁵Page 4.

letter are included in the packet that is sent to the Provost.

Candidates for the third-year review must assemble a package of materials . A list of relevant materials and required forms for the process are available on the Senior Vice Provost for Faculty Development and Faculty Affairs website at: www.temple.edu/vpfaculty/contract_renewals/index.html.

Packages must be assembled and available for departmental review by **September 15th** of the candidate's third year.

APPENDIX A: DEPARTMENT GUIDELINES

Department of Advertising

Department Personnel Committee: Structure and Procedures

It shall be composed of all tenured faculty. However, only tenured faculty holding the rank at or above that to which the candidate aspires are eligible to participate in discussions and to vote on tenure and promotion.

The chair of the personnel committee shall be appointed by the Chair of the Department.

The personnel committee will discuss the review process with the candidate. In the event of a challenge or dispute, the candidate will approach first the personnel committee chair, then the Department Chair, and then the Dean.

The personnel committee will meet formerly at least two times to review materials and discuss the candidate's merits.

Promotion recommendations are made through a vote by only those members who hold the rank (or higher) to which the candidate aspires. If there is an insufficient number of faculty members for a vote on a candidate, other committee members (of equal or higher rank than the rank to which the candidate aspires) may be selected to join the committee. Such additions, if possible, must first come from within SCT, next from within Temple, and thirdly from the broader academic community outside Temple.

The personnel committee will be responsible for determining whether a candidate is rated outstanding, satisfactory or unsatisfactory in research, teaching and service.

A secret written vote will be administered by the committee chair.

The Department Chair shall cast a separate vote.

Results of the votes will be recorded in the transmittal forwarded to the Dean.

Criteria for Evaluating Research

In general, research is evaluated on a combination of volume and quality. Volume includes a count of the number of the candidate's discrete research projects that have been approved by a jury of peers for public display (written or oral). Quality includes a judgment of the impact the research has made based on the standing of the publisher, the circulation of the publication, the size and prestige of the conference, and the number of times the work has been cited.

The candidate's contributions may be made in research or creativity/professional work, or both. The primary measure of excellence in research is publication of scholarly journal articles, books, book chapters, and review essays in the candidate's research area.

The primary measure of excellence in creativity/professional work is publication or production of print, broadcast and online advertising. What counts are authored books, edited books, chapters in books, articles in the press (including the trade press), paper presentations, invited presentations, completed manuscripts, noteworthy advertising campaigns, and innovative works in new media advertising venues.

A significant indication of quality, as judged by peers, are awards to the candidate such as monetary grants for research projects, study scholarships, fellowship leaves, honors, awards or prizes for best article, paper, advertisement or creative work.

Criteria for Evaluating Teaching

The following criteria may be used in evaluating the candidate's teaching: the University's Course And Teaching Evaluation (CATE), the Department of Advertising Evaluations, peer evaluations, the candidate's teaching portfolio (which would include syllabi, assignments, handouts, etc.), student success in contests and competitions mentored by the candidate, participation and/or attendance at teaching workshops, actually leading a workshop, articles written on teaching, teaching tips, new course proposals, innovate techniques in teaching, conducting fieldtrips, guest lecturing, and such.

The candidate for tenure will be peer evaluated. A senior faculty will visit a class of the candidate's choosing at some time during the process and write up a report to be shared with the candidate and with the personnel committee.

Criteria for Evaluating Service

In general, the candidate will be evaluated on collegiality and willingness to contribute to the overall welfare of the Department, the School, and the University. The minimum standard is simply good citizenship.

Criteria for evaluating good citizenship include attendance at faculty meetings, active participation in committee work, prompt attention to administrative chores, volunteering to represent the department at events such as Open House, and new student Orientation.

The primary measure of excellence in service to the "invisible college" includes writing blind manuscript reviews, membership on editorial boards of related journals, participation in regional and national conferences, and serving in positions such as session chair, discussant, program organizer, and committee member. All such activity increases the profile of the Department.

Outstanding service includes a judgment that the candidate has made a significant contribution to the Department, the School, or the University.

Department of Broadcasting, Telecommunications and Mass Media

Structure and procedures for the Department Personnel Committee

The Department Personnel Committee shall be the voting body on department promotion and tenure applications. Department Review Committees shall be appointed by the Chair of the Personnel Committee from among members. In particular instances the Department Personnel Committee may request qualified, non-department faculty to serve on review committees.

All professors, associate professors and tenured assistant professors of BTMM shall be members of the Personnel Committee of the department. However, only tenured faculty holding the rank at or above that to which the candidate aspires are eligible to participate in discussions and to vote on tenure and promotion.

A committee chair shall be elected yearly by the Department Personnel Committee.

The chairperson of the Department Personnel Committee shall appoint review committees and a chairperson for each review committee. Appointments shall be made in a fair and equitable way, to provide representation across the diverse aspects of the discipline and with regard for the expertise and rank to provide diverse perspectives regarding the individual being considered.

All department Professors, Associate Professors or tenured Assistant professors are eligible to serve on review committees appointed by the Personnel Committee Chair. However, only tenured faculty holding the rank at or above that to which the candidate aspires are eligible to serve on review committees if they involve discussions and votes on tenure and promotion.

Composition of the review Committees

1. For pre-tenure or pre-promotion reviews, the review committee shall be composed of a minimum of three members of the Department Personnel committee.
2. For tenure and promotion reviews, the committee shall be composed of at least three members of the Department Personnel committee.
3. Under special circumstances when too few faculty members are available to staff review committees, the Department Personnel Committee Chair, the Chair of the Department and the candidate may agree to invite faculty from other departments to perform the review functions and participate in the review committee recommendation. The invited faculty member must meet the rank and tenure requirements necessitated by the particular review. Depending on the agreement of the above-mentioned participants, the vote of the invited member may or may not be counted as part of the Department tally.

A candidate shall not have the same review committee chairperson in subsequent years nor all the same review committee members.

The Department Personnel Committee shall receive, consider and discuss the prepared review. The members may request more information, further interview the candidate or evaluators, or otherwise act to ensure fair, impartial and sound judgment.

Criteria for evaluating teaching, research/creative work and service

Note on teaching that applies to all ranks

Successful teaching has many manifestations. It includes classroom instruction and a broad range of faculty-student relationships. The following are among the traits valued in the teacher: command of subject; familiarity with advances in his field; ability to organize material and to present it with force and logic; capacity to awaken in students an awareness of the relation of his subject to other fields of knowledge; grasp of general objectives; ability to arouse curiosity toward further and more independent learning; ability to stimulate students at all levels; and fairness and judgment in grading. Also of great importance are the teacher's sensitivity and professional demeanor and the extent and skill of the faculty member's participation in guidance and advising of students.

Evaluations of teaching success at all levels will be based on a balanced review of peer observations of classes (a minimum of two committee members to attend two classes each), university student course evaluation forms, and syllabi, assignments, examinations, student work and other related material.

Note on professional reputation that applies to all ranks

Professional excellence can be attested to by references from outstanding, nationally recognized professionals and educators whose own standing is certified by their association in the profession, whose professional work is recognized as superior at the regional or national level or with quality programs and universities.

Criteria for Associate Professor

Has completed three to six years of full-time service as an assistant professor at Temple and/or another university.

Teaching

Has successfully taught, advised and mentored students as indicated by student and peer evaluations.

Research/creative work

Has a wide professional reputation through significant achievement. Has had a significant number of publications (scholarly books published by reputable academic publishers and/or blind peer-reviewed articles in leading national or international academic or professional journals and/or blind peer-reviewed conference proceedings publications in leading national and international conferences) and/or juried productions and/or performances as assistant professor. The specific number that constitutes "significant" is to be based on common standards at equivalent programs/universities.

Professional service

The candidate must have significant service, including leadership, in departmental activities; successful service in the School, including leadership activities. Active participation as a professional in local, regional, or national civic or professional organizations is expected.

Criteria for Full Professor

Has completed five years of full-time service as an associate professor at Temple and/or another university.

Teaching

Has successfully taught, advised and mentored students as indicated by student and peer evaluations. Has developed new courses, served as a faculty mentor to junior colleagues and teaching assistants.

Research/creative work

Has a national professional reputation through significant achievement. While an associate professor, has had a significant number of publications (scholarly books published by reputable academic publishers and/or blind peer-reviewed articles in leading national or international academic or professional journals and/or blind peer-reviewed conference proceedings publications in leading national and international conferences) and/or juried productions and/or performances as assistant professor. The specific number that constitutes "significant" is to be based on common standards at equivalent programs/universities.

Professional service

The candidate must have taken a leadership role in service to the Department and School. Leadership in a major regional or national academic or professional organization and/or the University is expected.

Department of Film and Media Arts

Procedures

Membership

The Department Personnel Committee (DPC) will be made up of three members elected by the department faculty.

Criteria for Membership in the DPC

All members will both be tenured and hold the rank at or above that to which the candidate aspires.

In cases where one candidate is applying for promotion to associate and another candidate is applying for promotion to full in the same year, the department will establish two DPCs, the first consisting of members at the associate level or higher, and the second consisting of members at the full level.

As stated in the SCT guidelines, "In particular instances the DPC may request qualified, non-department faculty to serve on these subcommittees."

Function of DPC

The DPC will identify and solicit external referees. Members of DPC will assure that candidate prepares an appropriate teaching portfolio and conduct classroom visitations.

The DPC will present all material to the full, appropriate faculty, lead discussion and supervise the faculty vote.

Discussions and Voting

Eligible faculty members will discuss the candidate's application for tenure and/or promotion at least two separate meetings before voting. Faculty eligible to participate in discussions and to vote will both be tenured and hold the rank at or above that to which the candidate aspires.

As stipulated in the SCT Guidelines for Tenure and Promotion, eligible members must attend both meetings to be allowed to vote. Members of DPC will vote with the eligible faculty. Votes will be on the categories of teaching, research/creative and service as stated in the TAUP contract. All votes will be by secret ballot. The vote will be recorded on the appropriate transmittal form by the Chair of the DPC and forwarded to the dean of SCT by FMA chair along with her own recommendation.

As stipulated in the TAUP tenure transmittal document, all eligible faculty members will also vote on a statement explaining whether and how this tenure candidate meets the "Long term/Structural Academic needs" of his/her department.

DPC Chair

The DPC will elect its own chair. The chair will work with the candidate to ensure the completion of packages to be sent to the external referees. The chair will function as solicitor of the external referees as defined in SCT Guidelines for Tenure and Promotion. The chair will conduct an entrance and exit interview with the candidate as defined in SCT Guidelines.

Department Chair

As stated in the SCT Tenure and Promotion Guidelines, the department chairperson will vote separately from the department. The department chairperson will prepare a separate transmittal report on the candidate using the form provided by the University and sign the report. The chairperson will make an independent recommendation and vote, using the same rankings of "outstanding," "satisfactory," and "unsatisfactory" used by the department. The department chairperson will vote on the same three categories of teaching, research/creative, and service as does the department. The department chair will also include a statement explaining whether and how this tenure candidate meets the "Long term/Structural Academic needs" of his/her department.

Teaching

Teaching Criteria

Candidates for tenure and promotion must demonstrate excellence and creativity in teaching. This will include consistently

high CATE scores and evident effectiveness in appropriate classroom settings. Creative teaching will be judged by both innovation in the classroom and success in helping students realize their own media vision. Performance on graduate comprehensive and thesis committees will be considered part of teaching.

Teaching Review Procedures: These will include CATEs, a review of syllabi and class material, at least two class visits, and interviews with students who have taken courses with the candidate.

Research/Creative

Criteria: The candidate must include a statement detailing her research/creative focus. The candidate may ask to be evaluated on scholarship, creative work, or a combination of both.

Evaluations of studies and creative projects are based on the standard academic criteria for research and creative works that have received recognition (i.e. grants, publication, exhibition, reviews, awards, citations, etc.)

Creative work may include film, video, and new media production, interactive work, installations, live performances, screenplays and other written narratives. It will be the responsibility of the candidate to demonstrate how creative work has achieved a national and/or international reputation.

Service

Criteria: Pre-tenure faculty members are expected to provide limited departmental service. They are not expected to chair department and school committees. Candidates for promotion to full are expected to have served on both university and school committees. They are expected to have demonstrated leadership by chairing at least one committee. Candidates for promotion to full are expected to have demonstrated national service to the profession.

Department of Journalism

Within the Department of Journalism, the Department Personnel Committee (DPC) is a committee-of-the-whole of all tenured faculty members in the department. However, only tenured faculty holding the rank at or above that to which the candidate aspires are eligible to participate in discussions and to vote on tenure and promotion. According to our bylaws, each year the Department Chair appoints a DPC Chair, who initiates and leads the process.

Mentorship within our department is on a formal and informal basis. Each non-tenured (tenure-track) candidate shall have at least one mentor for Teaching and Research (assigned by the departmental chair), and may request to change primary mentors. There shall be at least one meeting each year including the candidate, his or her mentor(s), and the department chair to assess the candidate's progress in the areas of research, teaching, and service, and to assess the mentoring process itself.

In addition to these specific steps, we follow the Promotion & Tenure review process as defined in the SCT document.

Standards for Excellence in Research and Creative/Professional Work

Publication and production. The department recognizes the importance of scholarly and creative/professional work, since each has its value in advancing the mission of our program and the national reputation of the department. The candidate's contributions may be made in one of these areas (either research or creative/professional work) or in both areas. The primary measure of excellence in research is publication of scholarly journal articles, books, and book chapters, and review essays in the candidate's research area. The primary measure of excellence in creative/professional work is publication or production of print, broadcast, and online journalism, based on the reputation of the venue within the journalistic community and/or the impact of the work on society. We value innovative as well as traditional research and creative/professional work.

Recognition and status that the candidate has achieved in his or her field. This recognition may exist on a local, regional, national, or international level, depending on the nature of the work. One type of measure is the stature of the forums in which the candidate has published or presented his or her research or creative/professional work. Another measure is the demonstrated impact of the candidate's work, including societal impact as well as professional impact. Evidence of impact may include, for instance, reviews, citations, policy change as a result of the work, quotations of the candidate in media, course adoptions of publications, awards, etc.

The candidate's potential for future achievement and career development. This factor in assessment recognizes the overall trajectory of research and creative/professional work, while also recognizing that the candidate's interests are subject to change over time.

Standards for Excellence in Teaching

Faculty can demonstrate excellence in teaching through such methods as: systematic student reviews, including qualitative comments, quantitative scores, and other systematic forms of student feedback; non-systematic but substantive student feedback in the form of unsolicited letters or emails to the candidate or the department.; peer evaluation of teaching, which for tenure-track faculty shall take place at least once a semester; outside evaluations of teaching (including evaluators from the University Teaching and Learning Center and other academic departments of Temple); course portfolios and/or teaching portfolios, developed in conjunction with the candidate's teaching mentor; publications and presentations about teaching strategies, performance, assessment and related issues; activities meant to improve teaching, such as participation in workshops, roundtable sessions, etc. These activities may occur at the department, school, university (including events and programs of the University Teaching and Learning Center), and/or regional or national levels; evidence of growth as a teacher, as demonstrated by the candidate's own assessment (in teaching or course portfolios), in student evaluations and comments, and through observations by the teaching mentor; work on an individual basis with students, in the form of independent studies, directed projects, internship mentoring, career advising, and work on master's and doctoral student examination and/or thesis/dissertation work; or awards and other recognitions of teaching excellence.

Standards for Excellence in Service

Measures for excellence in teaching may include:

- Service on existing department, school, and/or university committees as well as ad hoc committees and standing committees.

- Leadership positions on existing department, school, and/or university committees as well as ad hoc committees and standing committees.
- Advising student organizations.
- Active participation in professional organizations outside the university (leadership positions).
- Community service.
- Manuscript reviewing and membership on editorial boards.

Department of Strategic Communication

These guidelines specify the procedures and criteria for personnel review in the Department of Strategic Communication. They are in accordance with the current contract between Temple University and the TAUP, the Faculty Senate Policies for Tenure and Promotion, and the SCT Guidelines for Promotion and Tenure. These guidelines are intended to aid faculty members in preparation for tenure and promotion, to guide the Chair in overseeing personnel review, and to specify review procedures for the departmental Personnel Committee.

Personnel Policies

Mentoring practices

The department chair shall be responsible for assigning a mentor for each tenure-track faculty eligible for tenure and/or promotion. The department chair and/or the mentor will be responsible for:

- a. Keeping the faculty member informed of the criteria for tenure and promotion as stated in the Faculty Handbook, the TAUP contract, and SCT Personnel Policies;
- b. Providing information, advice, and assistance in gaining appropriate and available University resources in support of teaching, service, and research;
- c. Providing guidance regarding performance expectations in terms of teaching, research, and service, in the department, SCT, and the University;
- d. Generally providing advice and support for the faculty member's overall professional development.

Classroom evaluation policies and practices

- a. Tenure-track faculty members are expected to administer appropriate student course evaluations for all courses taught. Evaluations will be given to the department chair and included in the member's personnel file. Periodically, the chair will review the course evaluations with the faculty member.
- b. Each semester the chair or designee will visit the member's classroom at least once.
- c. The tenure-track faculty member will be expected to maintain a teaching portfolio, cumulative in nature, which will include course syllabi and schedules, sample course materials, and student course evaluations and letters. Periodically, the department chair will review the portfolio with the faculty member.
- d. Tenured faculty members are required to administer student course evaluations for each regularly scheduled course. If a tenured faculty member has applied for promotion, at least two appropriate tenured faculty members will visit the applicant's class at least once.

The mechanism to guarantee that department policies are given to the department Personnel Committee

It is the responsibility of the department chair to have department tenure and promotion policies distributed at all meetings of the personnel committee, or of its sub-committees.

Meeting deadlines

Candidates for promotion and tenure must submit completed personnel files to the Chair by the first week of the fall semester.

The STC Personnel Committee

Functions

The STOC Personnel Committee conducts all personnel reviews for the department. Specifically, it a) reviews one-year contracts for untenured faculty and makes recommendations to the Department Chair for the candidate's yearly review, b) conducts three-year reviews for untenured junior faculty on tenure-track appointments, and c) reviews all tenure and promotion candidates, making recommendations to the SCT Personnel Committee.

Composition

The Personnel Committee is composed of the tenured faculty in the Department (one elected as Personnel Committee chair). However, only tenured faculty holding the rank at or above that to which the candidate aspires are eligible to participate in discussions and to vote on tenure and promotion. The department Personnel Committee must have at least

three voting members. Under special circumstances when too few faculty members are available to staff the Personnel Committee or the review committee, the Department Personnel Committee Chair, after consultation with the Dean, the Department Chair, and the candidate, must augment the committee with sufficient faculty from other departments to perform the review functions and participate in the Personnel Committee vote and recommendations. The invited faculty members must meet the rank and tenure requirements necessitated by the particular review.

Any STOC faculty member who serves on the SCT Personnel Committee and any non-STOC faculty on the STOC Personnel Committee who serve on the SCT Personnel Committee may vote on the candidate only once. At the beginning of the review process, in consultation with the department chair and the chair of the Personnel Committee, such a faculty member must declare that he or she will vote at either the college or the department level.

The Chair of the Department of Strategic and Organizational Communication participates in the Personnel Committee review discussions but cannot vote on candidates as a member of the Committee. Faculty members who are on leave may, but are not required to, participate on the Personnel Committee for Tenure and Promotion. In order to be allowed to vote, all faculty members must participate during at least one meeting in which the Personnel Committee considers its recommendations.

Composition of the Review Committees

- a. For pre-tenure or pre-promotion reviews, review is conducted by a subcommittee of at least two faculty members.
- b. For tenure or promotion of assistant professors, review is conducted by a subcommittee of at least three faculty members who hold the rank of associate or full professor.
- c. For tenure or promotion of associate professors, review is conducted by a subcommittee of at least three faculty members who hold the rank of full professor.

Nomination and Notification of Review

Consideration for tenure is automatic, according to rank and years of service of the candidate as described in the Temple University Faculty Handbook. Consideration for tenure or promotion may be initiated by the candidate, the Department Chair, or by a member of the Personnel Committee. The Department Chair will notify tenure candidates of the maximum date for tenure consideration. The Department Chair will inform the tenure or promotion candidate of impending reviews and will notify the candidate that it is his or her responsibility to assemble and submit a full and complete record of accomplishments to date with evaluation of the significance of these accomplishments.

Timetable

One-year Contract Reviews

Based on consultation with the Personnel Committee, the Department Chair will meet with the candidate to discuss his/her progress and will enter a written record of this review in the candidate's file by July 1.

Three-year Reviews

For candidates hired as junior faculty, having six years until mandatory tenure review, there will be a mid-term review compiled by **September 15** of the third year. This will constitute a preliminary tenure review, offering the candidate an assessment of strengths and weaknesses in research, teaching, and service. The Department Chair conveys this information to the candidate after consultation with the Personnel Committee. When the review is favorable, the Committee can recommend a three-year contract.

Tenure and Promotion

- a. Candidates for Promotion and Tenure must submit completed personnel files to the Chair by the first week of the fall semester.
- b. The STOC Personnel Committee must make a written recommendation to the SCT Personnel Committee by the time of the SCT Personnel Committee's first meeting.
- c. The Department Chair must make an independent written recommendation to the SCT Personnel Committee by the time of the SCT Personnel Committee's first meeting.

Procedures

Personnel Committee Review

The appropriate subcommittee for conducting tenure or promotion of candidates must meet at least twice to consider any recommendation. The preliminary meeting or meetings should determine whether all information needed for recommendation is available. Every member of the Committee is responsible for a careful reading of all documents in a candidate's file in advance of the Committee's review meetings.

Department Chair Review

The Department Chair makes an independent recommendation of the candidate. The Department Chair communicates this recommendation to the Personnel Committee.

Personnel Committee Recommendation

The appropriate Personnel Committee provides a written recommendation based upon a majority vote. This written recommendation is given to the Department Chair. Independent recommendations can be written by those members of the Committee who do not agree with the majority decision.

Communication of Recommendations

The Department Chair informs the candidate of the departmental recommendations and transmits the recommendations of the departmental committee and the Department Chair to the SCT Personnel Committee.

Criteria

Promotion and tenure are based on evaluations of the candidate's performance in scholarship, teaching, and service. According to the TAUP contract regarding both tenure and promotion, "Teaching instruction and research/scholarship/creative activity shall be primary in this evaluation. University service, service to the professions/discipline, and discipline-based community service shall be secondary."

The university's definition of outstanding is "informed by standards for tenure [or promotion at the same rank] at other national research universities appropriate to the discipline under consideration." Within the strictures of this definition, the following are departmental guidelines for evaluation in the three areas:

Scholarship/Research

Advancement on the basis of scholarship requires publications demonstrating a significant impact on the candidate's field as reflected in the quality of published books and articles. The varying status of different journals and publishers will be taken into account in reviewing the candidate's work. In general, however, national journals are ranked over regional journals, refereed journals over non-refereed journals, scholarly books over textbooks and reviewed books over non-reviewed books. The overall impact and contribution of published work will be assessed through letters and solicited testimony from respected scholars in the candidate's area.

Teaching

In evaluating the candidate's teaching the Committee may rely upon peer reviews and student evaluations of the candidate's undergraduate and graduate classes. The candidate may also submit course outlines and course materials as well as solicited letters from undergraduate or graduate students. The Committee will expect to find a pattern of demonstrated excellence in teaching both in lecture and in small discussion formats. Directing graduate research and supervising teaching and research assistants will also be considered as forms of teaching to be evaluated. It is the Committee's responsibility to take all reasonable steps, including classroom visits, to establish a fair and sound basis for its evaluation of the candidate's teaching. Candidates for tenure are encouraged to invite STOC faculty to observe their classroom instruction in the years preceding tenure review. STOC does not require outside referees to evaluate teaching for promotion and tenure candidates.

Service

Service to the Department, School, University or scholarly organizations and the profession should be documented. A list of offices held and details of duties and accomplishments should be submitted and letters from appropriate individuals as to the quality and type of service may be included.

Long-term Structural Needs

If changes in the long-term structural needs of the department might play a negative role in a tenure decision, then the Personnel Committee should define the needs of the department as they relate to the candidate. Such information should be communicated to the candidate in a timely fashion.

Department of Theater

Department of Theater Mission Statement

The Department of Theater provides the highest quality professional training within a rigorous, comprehensive liberal arts setting. Through the study and practice of the art, craft and scholarship of theater, we aspire to instill in our students a passion for artistic leadership, creative communication and life long learning. We are committed to being a vital cultural force in the diverse community of Temple University, the Philadelphia region, and the world.

The following Appendix is provided to help clarify the Promotion and Tenure criteria as they apply to members of the faculty of the Department of Theater in the areas of Research/Creative Work, Teaching, and Service.

The Personnel Committee, which has responsibility for fair and equitable oversight of Promotion and Tenure within the department shall be constituted and governed in accordance with the SCT and University Guidelines, as well as the Department of Theater bylaws, as follow:

The Theater Department Personnel Committee shall supervise promotion and tenure evaluations and complete the transmittal forms of faculty tenure and promotion recommendations to be forwarded to the School of Communications and Theater Personnel Committee. Teaching evaluations, both instruments and procedures, will be the responsibility of this committee.

All promotion and tenure discussion will be conducted at two successive Personnel Committee meetings with a vote at the second meeting by the appropriate faculty. Faculty, except those on leave, must attend both these meetings in order to vote.

The Personnel Committee will devise a process to solicit student input regarding a candidate for hire, promotion and/or tenure. This input will be considered in addition to class evaluations and our documented student responses to the candidate's performance.

This Appendix has been created to assist not only faculty members within the department but also Tenure and Promotion Committee members within the School of Communications and Theater, and the University Tenure and Promotion Committee, in understanding the distinct nature of the theatrical branch of the performing arts. The Department believes that these criteria apply directly to the art of live, theatrical production, the literature of the theater and recognize the direct and viable application of this art form to the related fields of music, dance, film, television and visual arts.

A faculty member seeking promotion and/or tenure in the Department of Theater is evaluated according to his/her performance in accumulated assignments at Temple University and in professional venues. Previous work is considered as allowed by university guidelines. Promotion and tenure decisions are based on a thorough evaluation of the candidate's total contribution. While specific responsibilities of faculty members may vary because of their assignments, all evaluations for promotion and tenure shall address the manner in which each candidate has performed in teaching, research/creative work and service.

Each faculty member in the Department of Theater is expected to satisfactorily fulfill the expectations of their annual assignment of duties and responsibilities as approved by the Chair of the Department and in compliance with the expectations of the SCT. However, basic competence itself is not sufficient to justify granting promotion or tenure.

The areas to be evaluated are: Teaching, Creative/Research and Service. For each of these areas, the department shall vote using three categories: outstanding, satisfactory and unsatisfactory. According to the TAUP contract regarding both tenure and promotion, "Teaching Instruction and research/scholarship/creative activity shall be primary in this evaluation. University service, service to the professions/discipline, and discipline-based community service shall be secondary."

Criteria for Evaluating Research/Creative Work

A Comparison of Research and Creative Work in Theater

The art, craft and scholarship of Theater are diverse in nature. Successful theater is a collaborative art form, which includes many types of practitioners. Within the academic environment, a successful department must include various theater artists, craftsmen and scholars working together collaboratively and successfully teaching their specialties to the next generation of theater artists. As a result, the Theater Department believes that creative and performance-related activities of the field are comparable to the traditional research-related activities.

Comparison Standards

- **Publication of a book**

Playwright: Production of a full-length play, musical, or collection of plays for which the playwright through invitation, audition, or commission received regional, national, or international recognition.

Author: Publication of research or instructional material in print, video and film formats for which the author through invitation, audition, or commission received regional, national, or international recognition.

Director: A body of work produced for public viewing for which the director through invitation, audition, or commission received regional, national, or international recognition.

Choreographer: Creation of a substantial original work or a body of works that is produced for public viewing for which the Choreographer through invitation, audition, or commission received regional, national, or international recognition.

Producer: A body of work demonstrating artistic and managerial expertise in the operation of theatres, festivals, etc. for which the producer through invitation, audition, or commission received regional, national, or international recognition.

Designer: A body of work produced for public viewing for which the designer through invitation, audition, or commission received regional, national, or international recognition.

Performer: A body of work for which the performer through invitation, audition, or commission received regional, national, or international recognition.

Voice/Speech Coach: A body of work for which the Voice/Speech Coach through invitation, audition, or commission received regional, national, or international recognition.

Movement/Combat Coach: A body of work for which the Movement/Combat Coach through invitation, audition, or commission received regional, national, or international recognition.

- **Publication of a refereed article**

Playwright: Production of a one act play or musical for which the playwright through invitation, audition, or commission received regional/state/national recognition.

Director: A single work produced for public viewing for which the director through invitation, audition, or commission received regional/state/national recognition.

Choreographer: A single work or a body of works that is produced for public viewing for which the Choreographer through invitation, audition, or commission received regional/state/national recognition.

Producer: A single work demonstrating artistic and managerial expertise in the operation of theatres, festivals, etc. for which the producer through invitation, audition, or commission received regional/state/national recognition.

Designer: A single work produced for public viewing for which the designer through invitation, audition, or commission received regional/state/national recognition.

Performer: A single work for which the performer through invitation, audition, or commission received regional/state/national recognition.

Voice/Speech Coach: A single work for which the Voice/Speech Coach through invitation, audition, or commission received regional, national, or international recognition.

Movement/Combat Coach: A single of work for which the Movement/Combat Coach through invitation, audition, or commission received regional, national, or international recognition.

All Theater Artists: Presentation of a workshop consisting of original ideas or invented techniques which are most appropriately conveyed in an interactive environment and which have been chosen through a formal selection process at state, regional, national, or international events.

- **Publication of non-refereed article**

Presentation of a workshop consisting of original ideas or invented techniques which are most appropriately conveyed in an interactive environment selected by invitation at state, regional, national, or international events.

- **Publication of a book review**

Adjudication of a single performance for a state or regional organization at the University level.

Evaluation Categories

- **Outstanding**

Significant works accomplished that contribute to the faculty members' research and/or creative agenda that further the practitioner's and Theater Department's academic or artistic reputation nationally or internationally.

- **Satisfactory**

Works accomplished that contribute to the faculty member's research and/or creative agenda and further the Theater Department's academic or artistic reputation by garnering recognition.

- **Unsatisfactory**

Insufficient work that does not contribute to the faculty member's research and/or creative agenda and which fails to further the practitioner's and Theater Department's academic or artistic reputation by garnering recognition.

National and International recognition includes excellent responses to artistic work at various commercial and non-profit professional theatres which are highly regarded nationally and internationally. Examples would be Broadway and Off-Broadway in New York City; the Arena Stage in Washington, D.C.; the Guthrie Theatre in Minneapolis; the Wilma Theatre, People' Light and Theatre Company and The Philadelphia Theatre Company in Philadelphia; The McCarter Theatre in Princeton and many others.

National and International recognition is also achieved through the consistent presentation of workshops which are attended by academics and professional theatre artists from around the nation and world, and which contribute to a reputation which is both known and highly respected in the field.

National and International recognition would also be achieved through recognition by national organizations such as American Theatre in Higher Education, the Kennedy Center American Theatre Festival, the American Association for Theatre Education, United States Institute for Theatre Technologies and others for significant contributions to the field.

It is important to note that some theatrical venues in Philadelphia are considered regional or national in reputation. Significant works accomplished through these theatrical organizations are considered respectively regional or national in stature. All theatres in Philadelphia operating under an Actors' Equity contract would fall within this category.

Garnering recognition is applicable in all the above categories as they apply to non-professional theatres in Philadelphia and other urban venues.

Examples of Research Activities

1. Research for new works and/or productions, performances, and designs
2. Research grants for program and/or professional development
3. Publications, which may include but are not limited to producing and/or publishing:
 - a. articles
 - b. books
 - c. plays
 - d. libretti
 - e. scores
 - f. book reviews
 - g. critical reviews
 - h. translations
 - i. dramaturgy
 - j. screenplays
 - k. research
4. Presentations

5. Other research activities as defined by the department, school, and university

Evidence of Research Activities

1. New and/or innovative presentations and designs
2. Presentation of papers, data, designs, DVD's at festivals, national meetings, and /or for performing arts organizations
3. Recognition and awards
4. Articles and books published
5. Grants received and successfully completed
6. Evidence of ongoing research in dance, theatre, music, interactive media, film, or related entertainment industries, and theatre/drama education.
7. Posters, DVD's and other visual representations of research and/or presentations at research colloquiums
8. Other evidence as defined by the department, school, and university

Examples of Creative Activities

1. Professional and semi-professional production/creative roles, including but not limited to:
 - a. director
 - b. musical director (instrumental and vocal)
 - c. choreographer
 - d. performer
 - e. vocal/dialect coach
 - f. movement/combat coach
 - g. designer (props, costumes, scenery, lighting, sound, or other appropriate to a production)
 - h. dramaturge
 - i. technical design (technical direction, costume shop management, cutter/drapeer, first hand scenic artist, technical lighting, sound engineering, etc.)
 - j. presenting research and/or participating in workshops or seminars in regional, national or international associations related to the field
 - k. participating in regional, national or international competitions related to the field
2. Creating new works and/or productions, performances, designs, technical direction
3. New approaches and innovative techniques in presenting standard and/or traditional works
4. Other creative activities as defined by the department, school, and university

Evidence of Creative Activities

1. Documentation of professional accomplishments
2. Presenting new performances and/or productions, designs, technical direction
3. Documentation of collaborative projects
4. Recognition and awards
5. Published reviews
6. Photographs, slides, video, DVD's or audio excerpts selected by the candidate
7. Other evidence as defined by the department, school and university

Evaluation of Creative Activities

Regarding the evaluation of production work, the Department believes that the following areas are of primary importance:

1. Choice of material (only if work is selected by faculty member)

2. Direction (concept, work with actors, control and delineation of structure, picturization, collaboration)
3. Musical Direction (quality and execution of instrumental and vocal achievement)
4. Choreography (concept, design elements, form)
5. Performance (believability, characterization, ensemble)
6. Design (concept development, function and practicality, artistic excellence, collaboration)
7. Vocal/Dialect Coaching (quality and consistency of vocal/dialect work)
8. Movement/Combat Coaching (quality and execution of movement/combat work)
9. Technical Design (execution of designs, construction)
10. Dramaturgy (accuracy and applicability of research)

Criteria for Evaluating Teaching

Candidates for tenure and promotion must demonstrate excellence and creativity in teaching.

Examples of Teaching Activities

1. Instruction of students in formal coursework settings
2. Instruction of students in production settings
3. Individualized instruction including studio environments, applied lessons, independent studies, supervision of graduate and undergraduate research, directed readings and internship or practicum supervision
4. Supervision of thesis, recitals, or capstone projects, service on thesis or capstone project committees or honors projects
5. Organization and/or supervision of service learning projects
6. Offering training or other seminars, including short courses, workshops, or providing guest lectures
7. Conducting study travel programs, both within the United States and abroad
8. Supervision of student teaching and on-site field experiences
9. Other teaching activities as defined by the department, school and university.

Evidence of Teaching Effectiveness

1. Documentation of student achievement through the use of assessment; through evidence of alumni success, and/or through the consistent quality of student performance
2. Consistent pattern of student evaluations (CATE)
3. Evidence, documentation, and/or examples in any of the following areas:
4. Innovative techniques or teaching methods of special merit
5. Awards or teaching recognition
6. Classroom performance through peer review
7. Unsolicited letters from students, colleagues and/or public
8. Rehearsal peer review
9. Other evidence as defined by the department, school and university

Examples / Evidence of Content Expertise

1. Advanced study and/or course work
2. Attendance at workshops, clinics, competitions and/or master classes, seminars, conventions, conferences and festivals
3. Additional certifications
4. Documentation of ongoing growth and professional development as it impacts teaching
5. Reports to University colleagues on professional development activities
6. Other evidence as defined by the department, school and university

Examples and Evidence of Course Management and Delivery

1. Ability to define and meet course/production objectives
2. Ability to meet class/rehearsal regularly and punctually
3. Ability to communicate effectively
4. Ability to create a positive learning environment
5. Demonstrated command of subject matter
6. Ability to effectively organize the course/production activities
7. Ability to provide timely feedback and response
8. Availability to students outside the classroom, including maintaining posted office hours
9. Maintaining class records according to university policy
10. Timely and correct completion of University forms: enrollment, grading, evaluations, and required personnel forms
11. Timely distribution of syllabi according to university policy
12. Other activities as defined by the department, school, and university

Criteria for Evaluating Service

While tenure-track faculty members are expected to provide departmental service, it is understood that their major focus should be on teaching and research/creative work. In order to be promoted to full professor, candidates are expected to have served on both SCT and university committees. They also should have demonstrated leadership through service to the profession on the regional, national and/or international level.

The following categories suggest areas of service:

Service to the Department of Theater

1. Required service
 - a. Participation in required department meetings and functions
 - b. Service on a department committees or task-forces
 - c. Availability to students, faculty, prospective students, and parents
2. Additional evidence in other areas, such as (but not limited to):
 - a. Participation in student academic and career advisement
 - b. Service as a faculty advisor for department-based student organizations
 - c. Student recruitment
 - d. Service as a department committee or task-force chair
 - e. Writing and securing grants
 - f. Participation in other fund-raising and gift-giving activities
 - g. Leading community/student travel opportunities, including study abroad and/or performance tours
 - h. Coordinating and directing workshops, seminars and lecture series; arranging and supervising student travel to workshops, conventions, festivals and/or competitions
 - i. Supervision of thesis, recitals, or capstone projects, service on thesis or capstone project committees or honors projects
 - j. Organization and/or supervision of service learning projects
 - k. Offering training or other seminars, including short courses, workshops, and providing guest lectures
 - l. Supervision of student teaching and on-site field experiences
 - m. Curriculum development, program planning activities, and/or course revisions
 - n. Other recognized activities that enhance the image of the department, positively represent the department to the public, and/or further the goals of the department.
 - o. Service as a faculty mentor

Service to the School of Communication and Theater

1. Attendance at College meetings and functions
2. Service on SCT committees
3. Other recognized activities which enhance the image of the college, positively represent the college to the public, and/or further the goals of the college

Service to Temple University

1. Attendance at university meetings and functions
2. Additional evidence in other areas, such as (but not limited to):
 - a. Service on university-wide committees and task-forces
 - b. Service as a university-level committee chair
 - c. Service as a faculty advisor for non-departmental student organizations
3. Other recognized activities that enhance the image of the university, positively represent the university to the public, and/or further the goals of the university
4. Integration of arts/artists into community dialogue and/or revitalization

Examples of Service to the Profession and/or Community

1. Editorial service for journals and/or other publications
2. Service on national, regional, and/or local boards with research, scholarly or creative functions
3. Serving on accreditation bodies
4. Serving on governing boards and task forces
5. Organization and/or participation in meetings or workshops sponsored by professional organizations
6. Leadership positions and/or committee assignments in professional organizations
7. Presentation of outside seminars or offering training, short courses, workshops, or guest lectures
8. Service on community, state, or national arts agencies, organizations, and other boards and councils
9. Consulting work
10. Presenting Lectures
11. Adjudication of dance or theatre presentations
12. Other community and professional involvement
13. Facilitating activities of other university and community arts organizations
14. Other recognized activities that enhance the profession, positively represent the profession to the public, and/or further the goals of the profession

APPENDIX B: CHECKLISTS

Checklist for a Review Committee:

1. Review Committee is assigned by the Chair of the Department Personnel Committee.
2. Committee meets with the candidate to discuss procedures and receive candidate's materials. Other meetings follow as needed.
3. Committee checks for completeness and advises candidate if submission material is incomplete.
4. Committee arranges for class visits and any external reviews.
5. Committee evaluates teaching, scholarship/creative submissions and service.
6. DPC Committee writes report and presents it.
7. Committee votes with other members of the Department Personnel Committee.
8. Committee chair writes or assists in writing the Department transmittal form.
9. Committee meets with the candidate to discuss the review.

Checklist for the Candidate:

1. Candidate confers with Department Chair regarding promotion/tenure review schedule.
2. Candidate is contacted and meets with her/his Review Committee supplying the committee with dossier.
3. Candidate supplies lists of classes including meeting times, lists of students if appropriate, names and addresses of external reviewers if appropriate, and times and places of any special events, exhibitions, programs, concerts, etc. that the committee might visit.
4. Candidate meets with the Review Committee as needed to clarify or adjust the process.
5. After the review is completed the candidate meets with the DPC or their chairs for feedback and clarification.