

Bylaws of the Faculty of the Department of Performing Arts
College of Architecture, Arts, and Humanities
Clemson University
Adopted October 9, 1998
Amended March 1, 2002

Article I. Department Mission and Vision

Vision

The Department of Performing Arts aspires to become the center for the performing arts and a locus of aesthetic education and artistic experiences for Clemson University, South Carolina and the Southeast. Through excellence in teaching, performance and outreach, the Department strives to provide artistic leadership in a multi-disciplinary college within the structure of a land-grant university.

Mission

The Department of Performing Arts is an academic partner in the College of Architecture, Arts and Humanities whose mission is to provide a comprehensive education in the performing arts including music, theatre and dance. The Department sees as its target audience not only the traditional undergraduate student, but also school age children, the Clemson campus as well as the community at large. Recognizing the essential and fundamental place of the arts in a liberal education, especially in the context of a land-grant university, the Department, through a collaborative alliance within the School of the Arts, seeks to provide educational opportunities through performances and classroom activities with an emphasis on experiential learning.

The Department seeks to provide opportunities to study, practice, perform and evaluate music, theatre and dance. We do so in order to affirm the creative act as central to that which exalts human existence; to freely explore works of merit through performance and study; to develop the imagination and release the creativity of individuals through participation in performance activities; to expand the body of performance literature; to enrich knowledge and experience by providing departmental performance events as well as performances by visiting artists; to encourage appropriate individuals to enter artistic professions; and to emphasize the values of the performing arts to non-performing arts students.

Through collaboration with Clemson University's School of the Arts, the Department and the Brooks Center for the Performing Arts are committed to bringing artistic enrichment to the university community by presenting outstanding artists and attractions, encouraging emerging artists and experimental works, developing and educating diversified audiences including pre-school and senior citizens for the performing arts, and offering a wide variety of outreach activities focusing on the public schools and the community.

Article II. Structure and Organization of the Department

See Policy Manual for Organizational Information

Article III. Voting Membership

All full-time members of the department faculty, including those on leave, shall have the right to vote on all matters coming before the department. All faculty of the department, part-time as well as full-time, may attend meetings of the department and speak on any issue.

Article IV. Officers and Election

The chair of the department or another faculty member appointed by the chair shall preside over meetings of the faculty. In governing and guiding the department, the chair shall be responsible for adherence to the duties outlined in the *Faculty Manual*.

Article V. Meetings

The department chair shall conduct a formal meeting of the department faculty at least once in each of the long semesters. Meetings shall be called by the chair for the purposes of conducting ordinary and recurring business of the department and for special announcements and purposes not otherwise indicated by the by-laws. The chair shall also call meetings at the request of any three members of the voting faculty.

The faculty of the department shall annually elect a Parliamentarian. *Roberts Rules of Order* shall prevail in all meetings of the departmental faculty. The Parliamentarian shall ensure that the Rules of Order are followed and shall advise on questions of parliamentary procedure.

Minutes of faculty meetings shall be distributed to all full-time, part-time, and emeritus faculty, and to the dean of the college or to the equivalent administrator.

Article VI. Voting Procedure

All matters brought before the faculty that require a vote shall be resolved by a simple majority of the eligible voters present. Votes shall be taken by voice, unless a division or secret ballot is requested.

If a faculty member must be away from a department meeting, that member shall be allowed to vote by absentee ballot on any issue published in the agenda. Absentee ballots must be delivered to the department chair prior to the meeting in question. That member's vote also shall be permitted by written proxy.

Article VII. Quorum

A quorum of the department faculty shall consist of two-thirds of the full-time faculty, excluding emeriti faculty and those on leave of absence. No formal action may occur if a quorum is not present.

Article VIII. Rules of Order

The faculty of the department shall annually elect a Parliamentarian. *Roberts Rules of Order* shall prevail in all meetings of the departmental faculty. The Parliamentarian shall ensure that the Rules of Order are followed and shall advise on questions of parliamentary procedure.

Article IX. Committees

This article prescribes the general procedures pertaining to the operation of the standing departmental committees. In the case of circumstances not covered by this or any succeeding article, the Faculty Advisory Committee shall be called upon to recommend to the faculty a resolution to any problems that arise.

The faculty of this department recognizes and accepts its responsibility to share in maintaining the educational and professional work of the department, especially in personnel and curricular matters and in all other areas not specifically reserved to administrative officers of the university. Accordingly, the faculty, in conjunction with the department chair, shall establish both standing and ad hoc committees, receive reports from these committees, and review their work at meetings of the department faculty. In addition, the faculty of the department shall elect representatives to such college committees as the by-laws of the college require.

Standing committee elections will be held during the spring semester of each academic year. Elected committee members will assume their responsibilities on the first day of August immediately following each spring election.

Personnel Committee

The personnel committee will operate according to the procedures outlined in the *Faculty Manual*. The personnel committee shall forward its recommendations on all personnel matters involving promotion, tenure and reappointment to the department chair. The committee shall also make recommendations to the department chair on all appointments with immediate tenure, or with probationary periods of two years or less, and on immediate appointments to a rank higher than assistant professor. The committee may also be involved in additional personnel matters where appropriate.

The committee shall consist of five tenured performing arts faculty members elected, at large, for a one-year term during a faculty meeting held in the spring semester. In case there are not five tenured performing arts faculty members in the department, the tenured departmental faculty members shall submit nomination(s) for appointment to the personnel committee to the department chair. The chair will invite the nominated faculty member(s) to serve on the performing arts personnel committee.

The committee shall elect its own chair and establish its own procedures except as otherwise provided for in these by-laws.

In matters concerning promotion, only committee members at or above the rank under consideration shall be eligible to judge the candidate. In matters concerning promotion from

associate professor to full professor, all full professors of the Committee shall act as a special standing committee to evaluate and vote on each candidate. In the event that the membership of this special standing committee is less than three, the personnel committee shall nominate full professor(s) from the college to satisfy the minimum membership of three. The recommendations of this special committee shall be the recommendations of the personnel committee on the matter of promotion to full professor only. The chair of this special committee shall submit these recommendations to the department chair.

Curriculum Committee

The curriculum committee shall be comprised of one member elected at-large from among the faculty, plus one member elected from, and by, each of the disciplines within the department. Members will be elected to staggered two-year terms at a faculty meeting in the spring semester. The chairperson of the committee, elected by the committee, will represent the department on the college curriculum committee. The committee shall receive, propose, review and recommend to the college curriculum committee changes in the department's curricula and course offerings. All curricular proposals must be approved by the department chair and faculty prior to submission to the college curriculum committee.

Other Committees

The faculty, in conjunction with the department chair, may establish other standing and ad hoc committees. The chair also has discretionary authority to establish committees.

Announcements of Meetings and Agenda of Committees

All departmental committee chairs will make reasonable efforts to announce meetings and distribute an agenda to committee members two days in advance of any meeting. Any member of the faculty shall have the right to attend any meeting of any committee; meetings of the personnel committee excepted.

Article X. Department Advisory Committee

The advisory committee shall consist of the department chair as chairperson, and a minimum of three representatives, elected for a one-year term. Each discipline within the department (music, for example, is a discipline), shall be represented on the committee with one member elected from the faculty at-large if two disciplines constitute the faculty. The committee shall be elected by the faculty at a meeting in the spring semester. The committee will advise the department chair on all significant issues except as otherwise specified in these by-laws.

The Advisory Committee shall advise the head as to which area(s) and field(s) the department should propose for new appointments and notify the faculty of these recommendations. When the department head requests or obtains authorization to hire new members, the head shall inform the faculty.

The committee shall meet regularly with the chair and shall report its activities to the faculty at least once each long semester.

Article XI. Amendment Procedures

These by-laws shall take effect upon being ratified by a two-thirds vote of those faculty members of the department eligible to vote under Article III, and who are present at a meeting of the department faculty called for that purpose. The by-laws also must receive written approval by the department chair, the dean of the college and the provost.

Amendments and additions to these by-laws shall be approved by a two-thirds majority of the voting members at a meeting of the department faculty. Any amendments or additions to these by-laws shall be consistent with standing University policy. Any proposed amendments must be advertised and circulated in writing to all faculty of the department for a period of at least two weeks prior to their consideration before the faculty. Amendments to these by-laws must receive written approval by the department chair, the dean of the college, and the provost.

Article XII. Faculty Search and Appointment

All searches shall be conducted in accordance with "Procedures for Faculty Appointments" and "Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty and Administrators" outlined in the Clemson University *Faculty Manual*.

A search shall be conducted for all appointments; for temporary or unexpected replacements, the department chair shall exercise direct authority, but shall nonetheless consult with the faculty concerning each appointment.

The department chair, in consultation with the personnel committee shall appoint and charge appropriate ad hoc search and screening committees for all appointments to the department faculty. The department chair shall appoint the chair of each search and screening committee. The chair of the appropriate search and screening committee shall collect and file all applications and honor faculty requests to review public information contained in the files.

After the deadline for applications, the committee shall present to the department chair a list of names. If no appointment can be made from this list, the department chair shall seek additional nominations from the committee or cancel the search. In recommendations to the dean, the department chair shall indicate the degree of support of the faculty for each recommended candidate.

Article XIII. Reappointment

(See additional information under PA Department Reappointment, Promotions & Tenure)

Faculty members in the department of performing arts are expected to be effective classroom teachers; to satisfactorily perform assigned department, college, and university service and administrative duties; to engage in scholarly and/or creative activity; and to comply with department, college, and university policies.

While the criteria for the procedures used in making promotion, tenure and reappointment

recommendations shall be consistent with the relevant statements in the *Faculty Manual*, the department shall require whatever additions to the stated procedures it deems appropriate. In cases of promotion and tenure, candidates will be evaluated, in part, by off-campus referees of creative works chosen in a manner agreeable to the candidate and the department chair in consultation with the dean.

Each non-tenured faculty member eligible for reappointment shall be reviewed annually by the personnel committee. The recommendation of the committee shall be forwarded to the department chair, who shall forward this recommendation, along with an independent separate recommendation, to the dean of the college. The department chair shall furnish the contents of both of these recommendations to the faculty member.

Article XIV. Promotion and Tenure

(See additional information under PA Department Reappointment, Promotions & Tenure)

Article 1. Promotion and Tenure Criteria

- a. The faculty member shall:
 - (1) normally hold the appropriate terminal degree;
 - (2) demonstrate a record of effective teaching that shall be documented by student evaluations, peer evaluations, or other appropriate means;
 - (3) present a record of (a) significant scholarly activities, such as publications, papers read or presentations given, and participation on panels and in seminars; and/or creative activities and creative credits such as composing, writing, choreographing, designing, conducting, directing, or performing; and (b) other professional activities and recognition such as consulting, adjudicating, serving as an association officer, serving on professional committees, receiving awards, and obtaining grants;
 - (4) present a record of contributions in such areas as serving on department, college, or university commissions, committees, or councils; serving as student advisor; assisting in student activities; and performing community services related to his/her professional training and/or activities
 - (5) present evidence of strong potential for growth in the profession.
- b. Any tenure recommendation shall take into account future department needs in the area of the faculty member's specialization(s).
- c. Criteria for Promotion to Assistant Professor
 - (1) The faculty member shall normally hold the appropriate terminal degree;
 - (2) The faculty member shall demonstrate a record of effective teaching that shall be documented by student evaluations, peer evaluations, or other appropriate means;
 - (3) The faculty member shall demonstrate potential for scholarly, creative, and/or other commensurate professional accomplishments.

- d. Criteria for Promotion to Associate Professor
 - (1) The criteria for promotion shall include Sections (1), (2), and (4) under Article 1, (a) above.
Promotion to associate professor shall be recommended on the basis of substantial scholarly, creative, and/or other commensurate professional accomplishments.
- e. Criteria for Promotion to Full Professor
 - (1) The criteria for promotion shall include Sections [1], [2], and [4] of under Article 1, (a) above.
 - (2) Promotion to full professor shall be recommended on the basis of highly significant scholarly, creative, and/or other commensurate professional accomplishments.

Article 2. Department Promotion and Tenure Committee

The personnel committee will operate according to the procedures outlined in the *Faculty Manual*. The personnel committee shall forward its recommendations on all personnel matters involving promotion, tenure and reappointment to the department chair. The committee shall also make recommendations to the department chair on all appointments with immediate tenure, or with probationary periods of two years or less, and on immediate appointments to a rank higher than assistant professor. The committee may also be involved in additional personnel matters where appropriate.

The committee shall consist of five tenured performing arts faculty members elected, at large, for a one-year term during a faculty meeting held in the spring semester. In case there are not five tenured performing arts faculty members in the department, the tenured departmental faculty members shall submit nomination(s) for appointment to the personnel committee to the department chair. The chair will invite the nominated faculty member(s) to serve on the performing arts personnel committee.

The committee shall elect its own chair and establish its own procedures except as otherwise provided for in these by-laws.

In matters concerning promotion, only committee members at or above the rank under consideration shall be eligible to judge the candidate. In matters concerning promotion from associate professor to full professor, all full professors of the Committee shall act as a special standing committee to evaluate and vote on each candidate. In the event that the membership of this special standing committee is less than three, the personnel committee shall nominate full professor(s) from the college to satisfy the minimum membership of three. The recommendations of this special committee shall be the recommendations of the personnel committee on the matter of promotion to full professor only. The chair of this special committee shall submit these recommendations to the department chair.

Article 3. Internal and External Letters of Review

The Department of Performing Arts requires six letters of review to be included in the dossier of each candidate for promotion to associate professor, professor and/or for consideration of tenure.

- a. Three of the six reviewers are to be identified by the department chair, in consultation with the Personnel Committee.
- b. The other three reviewers are to be selected by the candidate; however, they may not be employed as faculty or staff within the Department of Performing Arts at Clemson University.
- c. The three external reviewers are to be employed outside of Clemson University, distinguished in their discipline and with no personal relationship with the candidate.
- d. External reviewers from academia must hold rank at or above the rank for which the candidate is applying.
- e. All reviewers are to be contacted by the department chair and requested to address their perception of the candidate's accomplishments as they relate to their discipline and to the department's and Clemson's promotion and tenure criteria (a copy will be included with the letter of request).
- f. The reviewer is to be provided with a dossier of the candidate's activities in teaching, research/creative activity and service/outreach as they relate to the department's mission.
- g. Reviewers are to be asked to include a copy of their most recent curriculum vitae and to identify their relationship, if any, to the candidate.
- h. The Department Chair is responsible for collecting all letters as well as the curriculum vitae of each reviewer and placing them in the candidate's packet.
- i. The letters are to be included in the candidate's promotion and tenure dossier and available for review by the Personnel Committee, department chair, dean, provost, and president.

Article 4. Tenure Recommendations: Procedures

- a. Normally, the personnel committee shall conduct a special "mini-tenure" review of the faculty member's performance to date during his/her third year of tenure-track service at Clemson University.
- b. The Committee shall request that the department chair inform the faculty member in writing that the third-year review is to be conducted and ask the faculty member in writing to provide the following materials to the chair of the Committee:
 - (1) a current resume;
 - (2) all relevant materials pertaining to the faculty member's professional accomplishments;
 - (3) evaluations of teaching and any other relevant matter pertaining to the faculty member's teaching;
 - (4) a statement pertaining to the candidates professional standing and plans for

the future.

- c. The Committee shall forward its findings to the department chair, who shall furnish the contents of these findings to the faculty member.
- d. The Committee shall conduct a formal tenure review in the faculty member's sixth year of tenure-track credit, or earlier, as provided in the Clemson University *Faculty Manual*.
- e. The Committee shall request that the department chair inform the faculty member in writing that the formal tenure review is to be conducted and ask the faculty member in writing to provide the chair of the committee with the materials listed above.
- f. The committee shall have the right to ask the faculty member to appear in person before the committee.
- g. The faculty member shall have the right to ask to appear in person before the committee, and the committee shall honor this request.
- h. The recommendation of the committee shall be either to grant or to deny tenure. This recommendation shall be forwarded in writing with accompanying written explanation to the department chair.
- i. The department chair shall forward this recommendation, along with his/her own separate independent recommendation, to the dean of the college
- j. The department chair will furnish contents of these recommendations to the faculty member.
- k. In the event that the department chair is being considered for tenure, the personnel committee chair, in liaison with the dean, shall notify the chair that a tenure review is to be conducted. Upon review of the chair's tenure materials, the committee shall forward its findings directly to the dean. Procedures for tenure recommendation will apply to the chair's review as well as to all other faculty.

Article 5 Promotion Recommendation: Procedures

- a. A nomination for promotion shall be made in writing to the department chair either by the candidate or by any tenured or tenure-track faculty member of the Department of Performing Arts. If the nomination is made by a faculty member on behalf of another, the department chair shall secure the latter's consent in writing.
- b. The department chair shall inform the chair of the personnel committee in writing that the faculty member has been nominated for promotion.
- c. The department chair shall ask in writing that the faculty member provide the chair of the Committee with items (1) - (4) in Section 3-b, Tenure Recommendation: Procedures.
- d. The personnel committee shall forward to the department chair in writing either a positive or a negative recommendation with accompanying written explanation.
- e. The department chair shall make his/her own separate positive or negative recommendation.
- f. The department chair shall forward the two department recommendations to the dean of the college and furnish these recommendations to the faculty member.
- g. The faculty member shall have the right to withdraw from consideration at any time.

- h. In the event the department chair is being considered for promotion, all recommendations and materials will pass directly from the Personnel Committee to the dean.

Article XV. Post Tenure Review

Post-tenure review (PTR) serves to evaluate professional contributions. The review should be used to ensure that all faculty serve the needs of the students and the institution and that excellent faculty are identified and rewarded. The post-tenure review must be linked to the annual reviews. Although the focus of PTR is on the performance of the individual since his/her last tenure or post-tenure review, the overall contribution of the individual faculty member to Clemson University should not be neglected.

All faculty members holding a tenured faculty position shall be subject to post-tenure review with the exception of the department chair. The Provost and Faculty Senate are still determining the manner in which other departmental administrators will be evaluated. Departmental administrators will be subject to PTR no less than three full academic years following a return to full-time teaching.

The primary basis for the post-tenure review is the individual's contributions in the areas of research and/or scholarship, teaching, and service. Post-tenure review shall not infringe upon the accepted standards of academic freedom. Furthermore, sex, age, ethnicity, and other factors unrelated to an individual's professional qualifications shall not be considered in the review process.

The chairperson of the academic department and the dean of the college must not be involved directly in the peer review process at the departmental level.

Article 1. Post Tenure Review Criteria

Successful post-tenure review criteria includes:

- (1) demonstrated a record of effective teaching;
- (2) a record of (a) significant scholarly activities, such as publications, papers read or presentations given, and participation on panels and in seminars; and/or creative activities and creative credits such as composing, writing, choreographing, designing, conducting, directing, or performing; and (b) other professional activities and recognition such as consulting, adjudicating, serving as an association officer, serving on professional committees, receiving awards, and obtaining grants;
- (3) present a record of contributions in such areas as serving on department, college, or university commissions, committees, or councils; serving as student advisor; assisting in student activities; and performing community services related to his/her professional training and/or activities
- (4) evidence of continuing growth in the profession.

Article 2. Department Post Tenure Review Committee

Each year a PTR committee will be constituted separate from the regular personnel committee. The faculty members subject to PTR in a particular year will not be eligible for membership on the committee. Only tenured faculty are eligible for election to the PTR committee. The committee will consist of three tenured faculty members, at least two of which must be at or above the rank of the candidate being reviewed. Members of the PTR committee will be elected by the full-time faculty. The election shall be held in the spring semester following the first year of PTR. The PTR committee will elect their own chairperson.

Article 3. Post Tenure Review Procedures

- a. All tenured faculty will be peer reviewed every six years. The year or years in which a faculty member is on sabbatical, unpaid leave, and/or extended sick leave shall not be counted in the review period. The Department will devise a schedule of staggered reviews of tenured faculty. Reviews will be conducted in order of seniority, as defined by those faculty members who have served the longest since their last major successful review (promotion and/or tenure), beginning with those who have the most longevity at Clemson University. Faculty may be excused from PTR by submitting an irrevocable letter of resignation or retirement by the end of the year in which Post-Tenure Review is scheduled.
- b. Each year a PTR committee will be constituted separate from the regular personnel committee. The faculty members subject to PTR in a particular year will not be eligible for membership on the committee. Only tenured faculty are eligible for election to the PTR committee. The committee will consist of three tenured faculty members, at least two of which must be at or above the rank of the candidate being reviewed. Members of the PTR committee will be elected by the full-time faculty. The election shall be held in the spring semester following the first year of PTR. The PTR committee will elect their own chairperson.
- c. In order to assure adequate external representation in the review process, the candidate may choose one of the following:
 1. add to the PTR committee a faculty member or professional equivalent from outside the department who is elected by the committee from a list of three - five names submitted by the candidate; OR
 2. allow each faculty member under review the option of having external letters solicited from a list of six referees provided by the candidate.
- d. The faculty undergoing post-tenure review must provide, at a minimum, the following documents to the PTR committee and the department chair:
 1. a recent copy of the curriculum vitae;
 2. a summary of teaching evaluations for the last five years;
 3. a plan for continued professional growth;
 4. detailed information about the outcomes of any sabbatical leave awarded during the six-year post-tenure review period;
 5. the names of six referees outside the department, four of whom the PTR committee would contact for references, if the candidate chooses this option;
 6. any other documents relevant to the review.

- e. The chair must provide the committee with copies of the faculty member's annual performance reviews covering five years accumulated since the initial tenure review or since the last post-tenure review.
- f. The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee.
- g. The PTR committee will provide a written report to the faculty member. The faculty member will be given two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent and written report to the faculty member and s/he will have two weeks time to provide a response. The chair's original report and the faculty member's response will be submitted to the dean.

Article 4. Outcome

The following outcomes will be used in all stages of the review by the PTR Committee, the chair, the dean, and the provost:

- b) Satisfactory
- c) Unsatisfactory: Leading to remediation (see below).

If the ratings by the chair, dean, and provost differ markedly from the rating of the PTR committee, each must supply documented evidence explaining the difference. In cases involving a rating of "Unsatisfactory," the burden of proving unsatisfactory performance is on the University. To receive an "Unsatisfactory" as the final rating, both the PTR committee and the department chair must so recommend.

Article 5. Remediation

Individuals who receive a rating of Unsatisfactory must be given a period of remediation to correct deficiencies detailed in the PTR reports. The Chair, in consultation with the PTR committee and the faculty member, will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome. The University will provide reasonable resources (as identified in the PTR reports and as approved by the chair and the dean) to meet the deficiencies. The chair will meet at least twice annually with the faculty member to review the progress. The faculty member will be reviewed each year by the PTR committee and the chair, both of whom shall supply written evaluations. At the end of the three-year period, another post-tenure review will be conducted. If the outcome is again Unsatisfactory, the faculty member will be subject to dismissal for unsatisfactory performance as outlined in the *Faculty Manual*. If the review is Satisfactory or Excellent, then the normal review cycle of six years will resume.

Dismissal for Unsatisfactory Professional Performance: If dismissal for unsatisfactory professional performance is recommended, the case will be subject to the rules and regulations outlined in the *Faculty Manual*.

Article XVI. Sabbatical Leave

Under the conditions outlined by the *Faculty Manual*, the College of Architecture, Arts and Humanities will administer its sabbatical leave policy within these guidelines:

Purpose: "To relieve faculty of normal duties so that they might pursue significant projects facilitating their professional growth and development such as to pursue independent study, to engage in research or creative endeavors, to improve teaching, and/or to conduct other appropriate pursuits, thus enhancing their future contributions to the mission of the University."

Eligibility: Tenured faculty members who have completed at least six years of full-time service at this institution, and with at least six years of service since the last sabbatical leave from Clemson University. For individuals seeking a second sabbatical: 1) documentation concerning fruits of first leave is essential; and 2) preference may be shown to those with year-long sabbaticals.

Calendar: Each year the Provost announces calendar guidelines. These guidelines will be circulated.

Compensation: One semester at full pay or two consecutive semesters at one-half pay.

Coverage: Normally, the recommending department will assume the applicant's responsibilities during the absence without increments to the departmental budget.

Procedure: Submit to the Department Chair a statement outlining the proposal, a copy of the University cover sheet and a current curriculum vitae; Chair in turn assesses quality of project, assures coverage of candidate's responsibilities, ranks multiple applications, and transmits to the college.

Approval: Requests must be additionally reviewed and approved by the Dean of the College, the Provost, and the President of the University.

Obligation: Following the expiration of the leave, the recipient is expected to remain in the service of the University for at least one year. Upon conclusion of the study, research, and/or other pursuits, the recipient will submit a summary of the nature of the accomplishments through the Department Chair to the Dean, and in the semester following the sabbatical, is required to share the results of this professional activity by giving an oral presentation to students and colleagues.

APPENDIX

I. Department Strategic Plan

I. To develop a strong performing arts curriculum, appropriate for content and rigor, within the mission of the college and university.

Objective: Evaluate current curriculum; propose new courses as required; revise existing courses as needed; and delete outdated courses

Outcomes:

A. New courses

1. New courses and minor curriculum in Dance
 - a. Dance Appreciation
 - b. Applied Dance - ballet, jazz, modern
2. New courses in Theatre
 - a. American Musical Theatre
 - b. Acting Styles (Acting III)
 - c. Contemporary Theatre
 - d. Costume Design
3. New courses in Music
 - a. Percussion Ensemble
 - b. Conducting
 - c. Advanced Musical Instrument Digital Interface (MIDI) applications
 - d. Accompanying
 - e. Class Voice
 - f. Music Laboratory (sound)
4. Minor areas of emphases
 - a. Music Performance
 - b. Theatre Technology
 - c. Fine Arts
 - d. Acting
 - e. Playwriting
 - f. African American and Ethnic Theatre
 - g. Music Technology/MIDI/Sound Engineering
 - h. Great Works
 - i. Dance
 - j. Theatre Design

B. Revised courses

1. Theatre
 - a. Theatre Appreciation
 - b. Acting
 - c. Theatre Laboratory
2. Music
 - a. MIDI Applications
 - b. Music Appreciation
 - c. Music Theory
 - d. Music History

C. Deleted Courses

1. To be determined after curricular review

II. To maintain and heighten artistic achievement in musical and theatrical performances so that audiences and professionals recognize the Department as a benchmark of excellence for South Carolina

Objective: Increase quality and quantity of student talent-pool and levels of teaching and technical support

Outcomes:

- A. Enhance student recruitment efforts
 1. Public school visibility
 2. Outreach
 3. Tri-county arts education teacher initiative
- B. Increase student scholarship endowments
- C. Develop artist-in-residence programs
- D. Strengthen ties between presenters and student performers
- E. Maintain current trends and thus increase quality of technical support
 1. Equipment
 2. Training

3. Sound

4. Costuming

- F. Develop performing arts summer activities for high school students

III. To increase external resources available to the department and the Brooks Center

Objective: Increase giving to the Friends of the Brooks Center, Clemson University Tiger Band Association (CUTBA), Choral Activities Booster Association (CABA), Theatre area, and unspecified giving to the Performing Arts Department through the Clemson Foundation

Outcomes:

- A. Increase faculty involvement and visibility in development activities
- B. Increase membership in the Friends of the Brooks Center, CUTBA and CABA
- C. Form Clemson Players development group
- C. Identify and cultivate corporate gifts and gifts-in-kind in conjunction with the Foundation
- D. Form a Performing Arts "Council of Presidents" to coordinate and streamline fund-raising activities

IV. To enhance South Carolina's cultural and aesthetic environment as well as develop and cultivate audiences of the future by presenting the performing arts through local and "extension" programs and performances

Objective: To increase the department's reputation by improving performance quality, thus increasing the visibility of performing arts in the region and state

Outcomes:

- A. Maintain distinction of excellence by student performing groups in all performing arts
- B. Increase caliber of presenting artists

- C. Maintain curricular emphasis on student performances
- D. Increase financial support for student touring
- E. Expand Eskridge Tri-ART participation
- F. Propose AAH Fine Arts requirement
- G. Explore summer institutes/camps/outreach activities
 - 1. Summer arts program
 - 2. Summer stock
- H. Begin collaborative efforts to define and implement School of the Arts activities
- I. Explore collaborative possibilities with the Governor's School of the Arts
- J. Enhance college/community relationships through Clemson University Symphony Orchestra and Concert Band

V. To prepare appropriate students for further study and careers in the performing arts

Objective: Develop internal and external support for an inter-disciplinary performing arts major

Outcomes:

- A. Form "Council of Presidents" consisting of the presidents from the Friends of the Brooks Center, CUTBA, CABA, and Friends of the Clemson Players
- B. Activate Performing Arts student council/advisory panel
- C. Emphasize student involvement in pre-professional activities such as Kennedy Center/American College Theatre Festival, concert and theatre tours and competitions
- D. Invite administrators and trustees to concerts and departmental functions
- E. Increase public awareness of departmental activities
- F. Pursue hosting of external graduate interns