

**Bylaws of the Faculty of the Department of Performing Arts
College of Architecture, Arts, and Humanities
Clemson University**

The signatures below indicate acceptance by the department chair, dean of CAAH, and Provost, of the December 2013 version of the bylaws of the faculty of the Department of Performing Arts.

David Hartmann, Department Chair

Date

Richard Goodstein, Dean of CAAH

Date

Nadim Aziz, Provost

Date

**Bylaws of the Faculty of the Department of Performing Arts
College of Architecture, Arts, and Humanities
Clemson University**

Adopted October 9, 1998
Amended December 16, 2013

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 audio technology, 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 – Voting Membership

All full-time members of the department faculty, including permanent lecturers and faculty 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 III – Meetings

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*.

The department chair shall conduct a formal meeting of the department faculty at least once in the fall and spring 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.

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

Article IV – 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. Ballots shall be tabulated by the department secretary or by a member of the faculty who is not a nominee. Self-nominations are allowed.

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 V – 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 VI – Rules of Order

The faculty of the department shall annually elect a Parliamentarian. *Robert's Rules of Order* shall prevail in all meetings of the departmental faculty. A Parliamentarian, elected by the faculty shall ensure that the Rules of Order are followed and shall advise on questions of parliamentary procedure. The Parliamentarian shall serve a one-year term and may be re-elected.

Article VII – 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. Only voting members of the faculty shall be eligible for standing departmental committees.

Section 1 – 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 dean. 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 dean.

Section 2 – Curriculum Committee

The curriculum committee shall be comprised of one member elected from each of the programs (Audio Technology, Music, and Theatre) within the department. Members will be elected to 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.

Section 3 – Department Advisory Committee

The curriculum committee shall be comprised of one member elected from each of the programs (Audio Technology, Music, and Theatre) within the department and the department chair, who serves as the committee chair. 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 department chair 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 chair 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 fall and spring semester.

Section 4 – Scholarships, Honors, and Awards Committee

The Scholarships, Honors, and Awards Committee shall be comprised of three members elected at a meeting in the spring semester. The committee shall elect its own chair and establish its own procedures except as otherwise provided for in these by-laws.

Members coordinate the selection and reporting of winners of department and college level scholarships, honors, and awards and advise the department chair as needed on matters pertaining to scholarships, out-of-state tuition waivers, and acceptance of student applicants to the major.

Section 5 – Assessment Committee

The Assessment Committee is made up of the directors of Audio Technology, Music, and Theatre. This committee assists the department chair in updating the department's annual WEAVE assessment.

Section 6 – 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.

Section 7 – 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 at least two days in advance of any meeting. Any member of the faculty shall have the right to attend any meeting of any committee with the exception of the Personnel Committee.

Article VIII – 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 II, 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 . Amendments to these by-laws must receive written approval by the department chair, the dean of the college, and the provost.

Article IX – 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 top candidates. 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 X – 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; the 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.

Article XI – Program Directors

Section 1 - Overview

Program directors serve at the discretion of the department chair. They are compensated during summer session I for the work during the previous year. Program directors are reviewed annually as part of the Form 3 process. The department chair accepts feedback from faculty and students on a continual basis. As full time faculty members, program directors have no supervisory duties over other faculty, nor do they contribute to or have access to the department chair's evaluations of faculty.

Section 2 – Director of Audio Technology

Responsibilities of the Director of Audio Technology include, but are not limited to:

- A. Coordinate audio faculty meetings
- B. Develop rotation and schedule of audio classes in liaison with department chair
- C. Help coordinate recruitment and tours for potential audio students
- D. Coordinate publication and marketing materials with the director of marketing
- E. Assist chair with preparation of annual lab infrastructure request
- F. Coordinate audio admissions
- G. Supervise research, bidding, purchase, maintenance, and repair of audio equipment
- H. Help coordinate audio facilities scheduling for student projects
- I. Supervise audio internships
- J. Attend summer orientations/chairs meetings as appropriate
- K. Assist the chair in WEAVE online assessment of programs
- L. Other duties as assigned by the chair

Section 3 – Director of Music

Responsibilities of the Director of Music include, but are not limited to:

- A. Coordinate music faculty meetings
- B. Develop rotation and schedule of music classes in liaison with department chair
- C. Help coordinate recruitment and tours for potential music students
- D. Coordinate publication and marketing materials with the director of marketing
- E. Serve as advisor to music minors
- F. Coordinate applied music faculty course offerings, syllabi, lesson guidelines, paychecks, lunch meetings, and recruitment
- G. Collaborate with theatre faculty on departmental musical
- H. Organize and host department honors and chamber ensemble recital
- I. Attend all PA music major student recitals
- J. Attend summer orientations/chairs meetings as appropriate
- K. Assist the chair in WEAVE online assessment of programs
- L. Other duties as assigned by the chair

Section 4 – Director of Theatre

Responsibilities of the Director of Theatre include, but are not limited to:

- A. Coordinate theatre faculty meetings
- B. Develop rotation and schedule of theatre classes in liaison with department chair
- C. Help coordinate recruitment and tours for potential theatre students
- D. Coordinate publication and marketing materials with the director of marketing
- E. Serve as advisor to theatre minors
- F. Administer theatre and theatre related budgets (Players, FOBC, PDP), including ticket pricing
- G. Plan and coordinate the theatre honors banquet
- H. Plan and coordinate theatre area travel for students and faculty
- I. Administer theatre grant-in-aid and scholarships
- J. Attend summer orientations/chairs meetings as appropriate
- K. Assist the chair in WEAVE online assessment of programs
- L. Other duties as assigned by the chair

Appendix A – Reappointment Policy

Section 1 – Committee

The department's Personnel Committee shall serve as the department's tenure, promotion, and reappointment committee.

Section 2 – Expectations

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.

Section 3 – Criteria

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.

Section 4 – Procedure (see also *Faculty Manual*, Part IV, Section D)

Faculty members will continue to set annual goals each fall in consultation with the chair. The chair of the department and the personnel committee will independently evaluate progress toward these goals for reappointment, promotion, and tenure. The chair will evaluate goals and accomplishments for faculty as submitted on the Faculty Activity System in addition to other materials provided for annual review.

Each non-tenured faculty member eligible for reappointment shall be reviewed annually by the personnel committee and the department chair. The recommendations of the committee and the department chair shall be forwarded to the dean of the college. The department chair shall furnish the contents of both of these recommendations to the faculty member. See the *Faculty Manual*, Part IV, Section D for further procedures.

Reappointment of permanent lecturers shall follow the guidelines found in the *Faculty Manual*, Part III, Section E.6:

Beginning in Fall 2013, following a lecturer's fourth year of service, the department chair/school director and the unit tenure-promotion- (re)appointment committee shall conduct a comprehensive review of the lecturer either in response to a request for promotion to senior lecturer or to advise the lecturer of his/her progress towards promotion to senior lecturer. Equivalent experience at Clemson may be counted towards this four year service requirement. If (a) a lecturer fails to request promotion to senior lecturer by the Fall semester tenure-promotion-reappointment request deadline for regular

faculty during the lecturer's eighth year of service, or b) a lecturer requests promotion and is not promoted to senior lecturer during his or her eighth year of service, then the lecturer shall not be reappointed following a final ninth year of service.

In cases in which there is non-reappointment or in which there is a discrepancy in the recommendation for retention or promotion to senior lecturer between the tenure-promotion-(re)appointment committee and that of the department chair, the department chair shall make the dean aware of the situation. The dean, after meeting with the chair and with the committee to discuss the situation, will render a decision. In all cases of non-reappointment, the file shall be forwarded to the Provost for final decision.

Appendix B – Dept. of Performing Arts Promotion and Tenure Policy

Section 1 – Department Promotion and Tenure Committee

The department's Personnel Committee shall serve as the department's tenure, promotion, and (re)appointment committee. In Full Professor promotion cases a Promotion Personnel Committee (made up of all dept. Full Professors) will be formed.

Section 2 – Promotion and Tenure Criteria

- A. Any tenure recommendation shall take into account future department needs in the area of the faculty member's specialization(s).
- B. Criteria for promotion to Senior Lecturer
 - (1) Classification as a permanent lecturer by the Office of Human Resources
 - (2) Demonstrate a record of effective teaching that shall be documented by student evaluations, peer evaluations, or other appropriate means
 - (3) Significant contributions to the mission of the department and university

The following factors may also be considered:

- (4) Present a record of significant scholarly and/or creative activities at the state and regional level, such as publications, papers read, presentations given, participation on panels or in seminars, composing, writing, choreographing, designing, conducting, directing, or performing
 - (5) Present a record of professional activities and recognitions, such as consulting, adjudicating, serving as an association officer, serving on professional committees, receiving awards, or obtaining grants
 - (6) Present a record of contributions to Clemson University such 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
- C. Criteria for promotion to Assistant Professor
 - (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) Demonstrate potential for scholarly, creative, and/or other commensurate professional accomplishments

D. Criteria for promotion to Associate Professor

- (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 significant scholarly and/or creative activities at the state and regional level, such as publications, papers read, presentations given, participation on panels or in seminars, composing, writing, choreographing, designing, sound recording and production, conducting, directing, or performing
- (4) Present a record of professional activities and recognitions, such as consulting, adjudicating, serving as an association officer, serving on professional committees, receiving awards, or obtaining grants
- (5) Presenting a record of contributions to Clemson University such 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
- (6) Show significant evidence of emerging regional and national/international reputations as authorities in their fields

E. Criteria for promotion to Full Professor

- (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 significant scholarly and/or creative activities at the regional, national, and international level, such as publications, papers read, presentations given, participation on panels or in seminars, composing, writing, choreographing, designing, conducting, directing, or performing
- (4) Present a record of professional activities and recognitions, such as consulting, adjudicating, serving as an association officer, serving on professional committees, receiving awards, or obtaining grants
- (5) Presenting a record of contributions to Clemson University such 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
- (6) Show significant evidence of high levels of regional, national/international attainment, with the likelihood of maintaining stature appropriate to their work assignments and the mission of the department

Section 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 are to have 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.

Section 4 – Procedure for Tenure Recommendations

- 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 dean.
 - 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.

Section 5 – Procedure for Promotion to Assistant, Associate, or Full Professor

- 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:
 - 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
- D. The personnel committee shall forward to the dean of the college 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.

Section 6 – Procedure for Promotion to Senior Lecturer

Promotion to Senior Lecturer shall follow the guidelines in the *Faculty Manual*, Part III, Section E.8...

After four full academic years of service (beginning in Fall 2013), a lecturer may apply for promotion to senior lecturer; equivalent experience at Clemson may be counted towards the four year service requirement. A department chair/school director and the department/school tenure-promotion-(re)appointment committee make independent promotion recommendations to the college dean, who makes the promotion decision and appointment. Senior lecturers shall be offered three-year contracts with the requirement of one year's notice of non-renewal before July 15. Beginning Fall 2013, Senior lecturers shall be evaluated annually by their department chair/school director. Senior lecturers shall be evaluated by their department/school tenure-promotion-(re) appointment committee, following procedures and standards that shall be specified in the unit's tenure-promotion-(re)appointment document, at least once every three years as determined by the faculty. Senior lecturers shall have no administrative duties inconsistent with those of regular faculty.

The senior lecturer appointment is intended to recognize the efforts, contributions, and performance of lecturers who combine effective instruction with additional significant contributions to the mission of the University. Accordingly, beginning in Fall 2013, length of service as lecturer is, itself, not a sufficient criterion for promotion to senior lecturer.

Lecturers must document and provide evidence of their teaching performance and additional contributions/activities to the department chair/school director and department/school tenure-promotion-(re)appointment committee for evaluation and consideration for promotion to senior lecturer.

Section 7 – Additional Policies On Reappointment, Tenure, and Promotion

The performing arts are diverse; therefore, the Department of Performing Arts must remain flexible and consider the individual rather than the rule. The criteria for reappointment, promotion and tenure need to be particular to individual faculty members who may fulfill a variety of functions: some direct ensembles; others focus predominantly on classroom teaching; and others fulfill teaching/scholarship/service responsibilities.

The Department of Performing Arts bases recommendations for reappointment, promotion, and tenure on a record of effective teaching, research/creative activity, and service. Tenure-track faculty are expected to expand their spheres of influence from state to regional, and regional to national or international. These expectations may be accomplished through excellence in teaching which attracts, produces, and retains successful students; outstanding research or other creative contributions which attract the attention and praise of peers and other

professionals in the field; and effective service to the department, college, and university, and state, regional, and national professional organizations.

The successful faculty member will develop a strong professional reputation and will have substantially contributed to the functioning of the academic program. In addition, factors such as leadership, collegiality, mentoring, and other contributions to the department will be considered. The value of these contributions is significant. Actions that demonstrate a lack of collegiality or significantly interfere with the mission of the department, such as non-cooperation, disruptive and/or combative behavior, will be noted and evaluated as well.

Section 8 – Performance Indicators For Tenure and Promotion

- A. Teaching
- Evidence of excellence as a classroom teacher (including student performances)
 - Student success in achieving professional student career placement (e.g. graduate school, professional employment, etc.)
 - Consistently high evaluations
 - High level of educational value and artistic quality in student research, performances, and experiential education
 - Ability and success in recruiting and retaining qualified majors
 - Accurate and appropriate student advising
 - Authorship in appropriate professional teaching publications
 - Appropriate teaching portfolios (e.g. syllabi, tests, assignments, teaching philosophies, etc.)
 - Positive recognition in exit interviews and alumni surveys
 - Evidence of significant regional or national recognition as a creative teacher
 - Significant teaching awards, honors, and/or recognition
 - Other evidence of excellence in teaching as appropriate
- B. Research/Creative Activity
- Authorship in appropriate professional publications
 - Significant grant proposals and receipt of funded grants
 - Invited presentations and performances in professionally significant venues (e.g. concerts, designs, acting, costuming, broadcast media, workshops, symposia, presentations, master classes, recitals, clinics, festivals, institutes, etc.)
 - Recordings and/or designs (audio, scenic, lighting, etc.) with reputable institutions
 - Successful interdisciplinary collaborations
 - Development of new technologies related to performing arts
 - Professional recognition of scholarship and creative work
 - Reviews of faculty publications, performances, and/or creative work
 - Presentations and performances, both invited and competitive, at professional meetings
 - Refereed performances, publications, and/or creative activity

- Editorial board memberships, publication reviews, panel participation, regional or national adjudication, professional jury service, etc.
- National or international honors or recognition as a scholar or artist
- Performances and/or recordings at a high artistic level at Clemson University
- Positive reviews in major media of creative or scholarly work
- Other evidence of research or creative accomplishments as appropriate

C. Service

(i) University Service

- Committee work (to the department, college, university)
- Student advising
- Organizational sponsorship
- Administration
- Performances
- Recruitment

(ii) Professional Service

- Local, state, regional, national professional organizations
- Authorship of program notes, performance lectures, panels, etc.
- Contributions to auditions, competitions, and similar activities
- Editorship/editorial board service
- Invited service on juries, adjudication, presentations, etc.
- Invited guest directing, design, conducting, performing, etc.
- External reviews for promotion and tenure
- Program and committee work for conferences, festivals, and the profession

(iii) Community Service

- Community presentations, workshops, designs, etc.
- Service learning/community service projects

(iv) Miscellaneous Service

- Professional development workshops (e.g. OTEI participation)
- Volunteer work and collaborations related to profession
- Other service to the academy and profession as appropriate

Appendix C – Post-Tenure Review Policy (see also *Faculty Manual Part IV, Section H*)

Section 1 – Overview

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. Department chairs serve at the discretion of their respective school directors and collegiate deans, who formally evaluate the performance in office of chairs reporting to them before the end of the chair's second year in office and every fourth year thereafter. In making recommendations for reappointment, deans will transmit the results of the faculty evaluation of the chair and confer with the Provost before renewing the appointment. All chairs of academic departments hold faculty rank. Departmental administrators will be subject to PTR no less than three full academic years following a return to full-time teaching.

All tenured faculty members receiving no more than one (of five) annual performance rating of "fair," "marginal," or "unsatisfactory" in Part I of the PTR process receive a PTR rating of "satisfactory." These faculty members are thereby exempt from Part II of PTR.

The primary basis for the PTR is the individual's contributions in the areas of teaching, research and/or scholarship, and service. PTR 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.

Section 2 –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. If the department lacks two faculty members at or above the rank of the candidate being reviewed, the committee chair will recruit a faculty member with the appropriate rank from another department within the college. 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.

Section 3 – Post-Tenure Review Criteria

Successful PTR criteria includes:

- demonstrated a record of effective teaching
- 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
- 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
- evidence of continuing growth in the profession

Section 4 – Part I, Post-Tenure Review Procedures

All tenured faculty will be peer reviewed every five 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 PTR is scheduled.

Section 5 – Part II, Post-Tenure Review Procedures

- A. In order to assure adequate external representation in Part II of the PTR process, the candidate may choose one of the following:
 1. Utilize reference letters submitted from outside the department on each individual under review
 2. 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 to five names submitted by the candidate
 3. Allow each faculty member under review the option of having external letters solicited from a list of six referees provided by the candidate
- B. 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 five-year post-tenure review period

5. the names of six referees outside the department, four of whom the PRT committee would contact for references, if the candidate chooses this option
 6. any other documents relevant to the review
- C. The chair must provide the PTR 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.
 - D. The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee. The PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member.
 - E. 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.

Section 6 – Outcome

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

- A. Satisfactory
 - a. If both the PTR committee and the chair, or either the PTR committee or the chair, rates the candidate as satisfactory, the candidate's final rating shall be satisfactory.
 - b. If the candidate's final rating is satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials.
- B. Unsatisfactory
 - a. A rating of unsatisfactory leads to remediation, detailed in Article XIII, Section 6.
 - b. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the candidate's final rating shall be unsatisfactory.
 - c. If the candidate's final rating is unsatisfactory, the dean will forward all materials to the Provost.

Section 7 – 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. If the review is Satisfactory, then the normal review cycle of five years will resume.

Section 8 – 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 Part IV, Section K “Resignation, Termination, and Dismissal” of the *Faculty Manual*.

Section 9 – Best Practices For Post-Tenure Review (From *Faculty Manual* Appendix G)

1. A post-tenure review system should incorporate all the indicators identified in the “Best Practices for a Performance Review System for Faculty” document.
2. The post-tenure review should be as rigorous and comprehensive in scope as initial tenure review.
3. The post-tenure review should incorporate annual performance reviews accumulated since the initial tenure review or since the last post-tenure review.
4. Whereas the focus of an initial tenure review tends to be on past performance, equal emphasis should be given to future development and potential contributions in the posttenure review.
5. Statewide, each tenured faculty member will have a post-tenure review conducted at pre- established, published intervals of no more than six years, unless the faculty member is participating in a development/improvement process in which case the review may be conducted more frequently.
6. If reviews for promotion (e.g., a tenured associate professor is reviewed for promotion to tenured full professor) fall within the appropriate time interval and encompasses all the indicators in this document and in the “Best Practices for a Performance Review System for Faculty” document, they may constitute a post-tenure review.
7. The post-tenure review must include evaluations from peers external to the department and/or institution as appropriate to the role and function of each faculty member (usually to evaluate the quality of research), as well as internal peer evaluations, student evaluations, and administrative evaluations.
8. The post-tenure review must provide detailed information about the outcomes of any sabbatical leave awarded during the five-year post-tenure review period.

9. The institution must identify the means by which the post-tenure review is linked with faculty reward systems, including merit raises and promotion.
10. The institution must display a commitment to provide funds to reward high achievers on post- tenure reviews as well as to provide assistance to faculty members needing improvement.
11. If a faculty member receives an unfavorable post-tenure review, the faculty member is immediately subject to a development process as described in the “Best Practices for a Performance Review System for Faculty” (see *Faculty Manual* Appendix E sections 10b and 10c).
12. The institution should develop an appeals procedure for those faculty who do not agree with the results of the post-tenure review evaluation and/or the resulting recommendations or requirements for improvement.