



BYLAWS

MICHIGAN STATE UNIVERSITY

In conformity with the "Bylaws for Academic Governance, Michigan State University," the faculty of the Department of Theatre establishes the following bylaws.

1 CONSTITUENT MEMBERSHIP OF THE DEPARTMENT OF THEATRE

1.1 Faculty

- 1.1.1 The regular faculty of the Department of Theatre shall be composed of those persons appointed at any rank within the Tenure System, the Union of Non-Tenure Track Faculty, and Academic Specialists for a period of more than one year.
- 1.1.2 The temporary faculty of the Department shall consist of all persons appointed for a period of one year or less.
- 1.1.3 Honorary faculty shall consist of Professors Emeritus.
- 1.1.4 The voting faculty shall consist of all regular faculty and those designated by the regular faculty to be essential for debate and advice in the issues under discussion.

1.2 Student Members

- 1.2.1 Student members of the Department shall be composed of all undergraduate and graduate students who have declared a transcriptable degree administered by the Department of Theatre with the Office of the Registrar.
- 1.2.2 The voting students shall consist of all student members of the Department who are in good academic standing with the Office of the Registrar.

2 DEPARTMENT ORGANIZATION

2.1 *Department Chairperson.* The chief administrative officer of the Department is the Chairperson.

- 2.1.1 The Department Chairperson is responsible for education, research, service, outreach and production programs of the Department. This responsibility includes budgetary, facilities, and personnel matters related to his or her jurisdiction, taking into account the bylaws of the Department.
- 2.1.2 The regular faculty of the Department shall have shared responsibility with the Dean to determine procedures for the selection of the Department Chairperson to be nominated to the Provost.
- 2.1.3 Regular faculty and student members of the Department shall consult with and advise the Dean in the appointment of a Department Chairperson.
- 2.1.4 The Department Chairperson shall be subject to systematic review at intervals not to exceed five years.

- 2.1.4.1 The regular faculty of the Department shall have shared responsibility with the Dean to determine procedures for the review of the Department Chairperson.
- 2.1.4.2 There is no limit, other than the limit imposed by the University rules on retirement from administrative positions, on the number of times an individual may be continued in the position of Department Chairperson.
- 2.1.4.3 At any time during the term of office, the appointment of a Department Chairperson, as Department Chairperson, may be terminated either by resignation or by action of the Board of Trustees upon recommendation of the President or Provost.
- 2.1.4.4 The Department Chairperson shall participate in academic governance as part of his/her administrative responsibility. This participation shall include those responsibilities listed in Section 2.1.5 of the University Bylaws.

2.2 *Standing Committee.* The Department of Theatre has five Standing Committees. The function of each Standing Committee is to develop policies and procedures relevant to the Committee's concern. Proposals from Standing Committees are submitted to the regular members of the Department for consideration and/or final recommendation.

2.2.1 Graduate Affairs Committee

- 2.2.1.1 *Composition.* The Graduate Affairs Committee shall be composed of two faculty members elected by the voting faculty and three graduate students. Graduate student representatives to the Committee will be elected yearly from the total body of graduate students in the Department of Theatre. It is the responsibility of these three elected students to ensure that one and only one of them is present at Faculty Governance Meetings. Elections to this committee will take place early in the fall semester.
- 2.2.1.2 *Functions.* Elect from its members a Chairperson and a Secretary; Keep minutes of its meetings on record in the Department Office; Meet at the discretion of its own members or at the request of the Department Chairperson or regular faculty; Serve as a source of information as well as develop proposals, recommend policies relevant to the Committee's concern and expertise, and serve as a forum on graduate student rights and responsibilities.

2.2.2 Undergraduate Affairs Committee

- 2.2.2.1 *Composition.* The Undergraduate Affairs Committee shall be composed of two faculty members elected by the voting faculty and three undergraduate students. Undergraduate student representatives to the Committee will be elected yearly from the total body of undergraduate students in the Department of Theatre. It is the responsibility of these three elected students to ensure that one and only one of them is present at Faculty Governance Meetings. Elections to this committee will take place early in the fall semester.
- 2.2.2.2 *Functions.* Elect from its members a Chairperson and a Secretary; Keep minutes of its meetings on record in the Department Office; Meet at the discretion of its own members or at the request of the Department Chairperson or regular faculty; Serve as a source of information as well as develop proposals and recommend policies relevant to the Committee's concern and expertise.

2.2.3 Graduate Hearing Board

2.2.3.1 *Composition.* The Graduate Hearing board shall be composed of three faculty members elected by the voting faculty and three graduate students. Graduate student representatives to the Hearing Board will be elected yearly from the total body of graduate students in the Department of Theatre.

2.2.3.2 *Function.* Procedures shall be in accordance with University policies and procedures pertaining to academic hearing protocol.

2.2.4 Undergraduate Hearing Board

2.2.4.1 *Composition.* The Undergraduate Hearing Board shall be composed of three faculty members elected by the voting faculty and three undergraduate students. Undergraduate student representatives to the Hearing Board will be elected yearly from the total body of undergraduate students in the Department of Theatre.

2.2.4.2 *Function.* Procedures shall be in accordance with University policies and procedures pertaining to academic hearing protocol.

2.2.5 Heads of Area

2.2.5.1 *Composition.* Heads of Area (Acting and Directing, Design and Technology and Theatre Studies) will be contractually appointed annually by the Chairperson of the Department of Theatre.

2.2.5.2 *Function.* Heads of Area act in a supervisory role for the faculty, staff, graduate and undergraduate students, and guest artists and scholars related to the individual areas. Heads of Area also oversee minors, undergraduate and graduate directors in respective areas. Heads of Areas coordinate and comment on Curriculum, Production, Service and Personnel. See Attachment D: Heads of Area Responsibility.

2.2.6 Advisory Committee

2.2.6.1 *Composition.* The Advisory Committee shall be composed of five faculty members to represent four varying disciplines in the Department of Theatre and each appointment type (Tenure Stream, Non-Tenure Track Faculty, and Academic Specialist). Four members shall be appointed by the Department Chairperson and one member shall be elected by the regular faculty. Appointments/election to happen in the fall semester for the current academic year. The term of office shall be one year.

2.2.6.2 *Function.* The function of the Advisory Committee is to advise the Chairperson in Department of Theatre related business.

2.3 *Ad Hoc Committees.* From time to time, Ad Hoc Committees are appointed by the Department Chairperson to deal with issues of a non-recurring nature. The members of these Committees are selected in terms of the specific issue(s) involved, rather than on a criterion of general faculty or student involvement.

2.3.1 Proposals of the Ad Hoc Committees are submitted to Standing Committees or to regular faculty of the Department for discussion and/or vote.

3 FACULTY GOVERNANCE

- 3.1 *Composition.* The Department of Theatre faculty with student representation as defined in these bylaws shall serve as a Committee of the Whole on all matters of policy and procedures affecting the Department.
- 3.2 *Frequency.* Faculty Governance shall meet at least once each semester, except the summer semester(s), at a time determined by the Department Chairperson. The Department Chairperson or 30% of the voting members may call additional meetings.
- 3.3 *Announcement.* Written notice and agenda shall be sent to all members prior to the meeting.
- 3.4 **Conduct of Meetings**
 - 3.4.1 The Department Chairperson or designate shall preside at all faculty meetings. A quorum shall consist of 51% of the voting members.
 - 3.4.2 The Department Chairperson shall designate a recording secretary for the meetings. Minutes shall be distributed prior to the next faculty governance meeting to all faculty and student representatives.
 - 3.4.3 Business shall be conducted according to Robert's Rules of Order.
 - 3.4.4 Action can only be taken by a majority of the voting members present at the meeting.
 - 3.4.5 Items may be placed on the agenda by the Department Chairperson, the Standing Committees, or by request of any Faculty Governance member to the Department Chairperson.

4 FACULTY TERMS OF EMPLOYMENT

- 4.1 *Tenure System Appointments.* Appointments to the rank of Professor, Associate Professor, Assistant Professor or Instructor normally are made consistent with the current provisions of the Michigan State University Tenure System as specified in the MSU Faculty Handbook section IV Academic Human Resources Policies.
- 4.2 *Non-Tenure Track Faculty Appointments.* Non-Tenure Track Faculty appointments to the rank of Professor, Associate Professor, Assistant Professor, Instructor, or Assistant Instructor normally are made consistent with the current provisions of the Michigan State University Non-Tenure Track Faculty Appointments as specified in the MSU Faculty Handbook section IV Academic Human Resources Policies.
- 4.3 *Academic Specialist Appointments.* Academic Specialist appointments normally are made consistent with the current provisions of the Michigan State University Specialists Appointments as specified in the MSU Faculty Handbook section IV Policies under Section IV in the Faculty Handbook.

5 FACULTY EVALUATION PROCEDURES

- 5.1 **Tenure System Faculty**
 - 5.1.1 *Criteria for Reappointment, Promotion and Tenure.* See Attachment A: Criteria for Faculty Evaluation. For University policies regarding reappointment, promotion and tenure, see the MSU Faculty Handbook and the College of Arts & Letters Reappointment, Promotion, and Tenure (RPT) Guidelines.
 - 5.1.2 **Reappointment and Reappointment with Tenure**

- 5.1.2.1 Assistant Professors: Those who have not served previously at Michigan State University are normally appointed initially in the tenure system for a probationary period of three years and may be reappointed for an additional probationary period of four years. Although they may present themselves as candidates for promotion at any stage within the probationary periods, if an assistant professor is appointed beyond the two probationary periods, tenure is granted. If at any time during these two probationary periods an assistant professor is promoted to the rank of associate professor, tenure is granted. Each tenure recommendation should be based on a clear record of sustained, outstanding achievements in research and creative activity, teaching, service, and outreach and engagement across the mission of the Department of Theatre consistent with performance levels expected at leading research-intensive, land-grant Universities of international scope.
- 5.1.2.2 Associate Professors: Those who have not served previously at Michigan State University are normally appointed in the tenure system for a probationary period of three years. If an associate professor is reappointed, tenure is granted. Individuals appointed at the rank of associate professor without tenure have the option of requesting reappointment at any point prior to the conclusion of the stipulated probationary appointment period. A negative decision on such a request shall not preclude consideration for reappointment at the time specified upon appointment. Each tenure recommendation should be based on a clear record of sustained, outstanding achievements in research and creative activity, teaching, service, and outreach and engagement across the mission of the Department of Theatre consistent with performance levels expected at leading research-intensive, land-grant Universities of international scope.
- 5.1.3 Promotion
- 5.1.3.1 Promotion to Associate Professor: a candidate must present a record of achievements in research and creative activity, teaching, service, and outreach and engagement. Each tenure recommendation should be based on a clear record of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected at peer universities. The emphasis on evaluation will be more on the quality than in the quantity of the candidate's work. Refer to section IV of the Faculty Handbook - Academic Human Resources Policies: Appointment, Reappointment, Tenure, and Promotion Recommendations.
- 5.1.3.2 Promotion to Full Professor: a candidate must be able to demonstrate continuing effectiveness as a teacher and a record of sustained, substantial achievements in research and creative activity, teaching, service, and outreach and engagement since the promotion to associate professor. A recommendation for promotion from associate professor to professor in the tenure system should be based on several years of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected at peer universities. A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance to permit endorsement of the individual as an expert of national stature and to predict continuous, long-term, high-quality professional achievement. Refer to section IV of the Faculty Handbook - Academic Human Resources Policies: Appointment, Reappointment, Tenure, and Promotion Recommendations.
- 5.1.4 Procedures for Reappointment, Promotion and Tenure
- 5.1.4.1 Reappointment of Assistant Professor: Each assistant professor eligible for reappointment will be informed by the Department Chairperson in January (for reappointment the following academic year) of the university reappointment schedule. By the end of spring semester, the applicant will submit a dossier of all pertinent

information related to his/her record and achievements that support reappointment. The dossier will include:

- (1) current vita highlighting accomplishments;
- (2) a self-evaluation (3-5 pages) regarding professional accomplishments;
- (3) supporting materials documenting a teaching portfolio and professional accomplishments in research and creative activity, teaching, service, and outreach and engagement since the last appointment.

5.1.4.2 Tenure (reappointment of Associate Professor; promotion of Assistant Professor to Associate) and promotion to Full Professor: Each faculty member eligible for promotion and/or tenure will be informed by the Department Chairperson in January (for promotion and tenure the following academic year) of the need to apply in writing by the end of the first full week in April. By the end of the spring semester, the applicant will submit a dossier of all pertinent information related to his/her record and achievements. The dossier will include:

- (1) current vita highlighting accomplishments since the last appointment or promotion;
- (2) a self-evaluation (3-5 pages) regarding professional accomplishments;
- (3) supporting materials documenting a teaching portfolio and professional accomplishments in research and creative activity, teaching, service, and outreach and engagement since the last appointment or promotion;
- (4) a prioritized list of at least ten names from which half of the external review letters will be solicited.

5.1.4.2.1 Half of the external referee letters will be solicited from individuals on a list developed by the candidate; the other half will be solicited by the Department Chairperson from other prominent scholars, educators or artists in the candidate's field. The Department Chairperson will assure that each candidate has at least four external review letters; all review letters solicited by the Department Chairperson that are received will be included in the dossier. The letters will address those aspects of the candidate's accomplishments in research and creative activity, teaching, service, and outreach and engagement that the evaluator is qualified to assess. Each request for evaluation will be accompanied by a copy of the pertinent sections of the Department bylaws and the dossier provided by the candidate and other relevant material. These letters will be held in confidentiality for use in the tenure and promotion process.

5.1.4.2.2 The candidate's dossier and all external letters will be sent forward to the College of Arts and Letters for review. Refer to section IV of the faculty handbook - Academic Human Resources Policies: College-Level Reappointment, Promotion and Tenure Committees.

5.1.5 Reappointment, Promotion and Tenure Committee

5.1.5.1 *Composition.* The composition of a Department RPT Committee consists of a minimum of three faculty members with tenure appointed by the Department Chairperson in consultation with the candidate. The committee will elect a chair and a designated Office for Inclusion and Intercultural Initiatives representative.

5.1.5.2 *Function.* The Department RPT Committee will review the candidate's dossier of all pertinent information related to his/her record and achievements as defined below.

Each member of the Department RPT Committee will also perform formal classroom observations using a form provided by the Department during the semester of review.

The Committee will submit in writing to the Department Chairperson recommendations for personnel action and reasons for its decision. Minority opinion, if any, will be noted and a minority report may be included. All members of the Department RPT Committee will sign the recommendations.

5.2 Non-Tenure Track Faculty

5.2.1 *Criteria for Reappointment and Promotion.* See Attachment A: Criteria for Faculty Evaluation. For University policies regarding performance review and evaluation, see the agreement between MSU and the Union of Non-Tenure Track Faculty of Michigan State University.

5.2.2 Reappointment Eligibility as Designation B:

5.2.2.1 At any time, the Provost may approve an appointment as a Designation B.

5.2.2.2 Employees initially appointed as Designation B instead of Designation A shall receive the same benefits as those advancing to Designation B.

5.2.2.3 During the first month of the tenth or subsequent semester of teaching employment within six years of the first of these semesters in a given employing unit, the employee may submit a written request to the unit head or designee, including required documentation of teaching excellence, to be reappointed as a Designation B employee for the teaching portion of the assignment.

5.2.2.3.1 In this circumstance, the next appointment shall be for at least three years subject to satisfactory completion of a major review.

5.2.2.3.2 If the employee fails to make such a request, s/he shall be subject to normal reappointment procedures under Designation A.

5.2.3 Procedures for Reappointment as Designation B

5.2.3.1 Reappointment of a Designation B: Each Non-Tenure Track employee eligible for reappointment as a Designation B for the teaching portion of the assignment. During the first month of the tenth or subsequent semester of teaching employment within six years of the first of these semesters, the applicant will submit a dossier of all pertinent

information related to his/her record and achievements that support reappointment. The dossier will include:

- (1) current vita highlighting accomplishments;
- (2) a two page self-evaluation addressing teaching;
- (3) supporting materials documenting a teaching portfolio (student evaluations, syllabi, course materials, classroom observations, etc.) and professional accomplishments in teaching.

The dossier may also include:

- (4) an expanded self-evaluation (not to exceed three-five pages) addressing research/creative activity, outreach and engagement, and service;
- (5) supporting materials documenting professional accomplishments in research and creative activity, outreach and engagement, and service.

5.2.4 Major Review Committee

5.2.4.1 *Composition.* The composition of a Department Major Review Committee consists of a minimum of three faculty members appointed by the Department Chairperson in consultation with the candidate (at least one member must be a part of the UNTF). The committee will elect a chair and a designated Office for Inclusion and Intercultural Initiatives representative.

5.2.4.2 *Function.* This committee will review the candidate's dossier of all pertinent information related to his/her record and achievements in conjunction with the UNTF Contract. Each member of The Department Major Review Committee will also perform formal classroom observations using a form provided by the Department during the semester of review.

The committee will submit in writing to the Department Chairperson recommendations for personnel action and reasons for its decision. Minority opinion, if any, will be noted and a minority report may be included. All members of the Department Major Review Committee will sign the recommendations.

5.3 Academic Specialists

5.3.1 *Criteria for Reappointment and Promotion.* See Attachment A: Criteria for Faculty Evaluation. For University policies regarding performance review and evaluation, see the Academic Specialist Handbook. Reappointment, award of continuing appointment status, or promotion must promote the objectives of improving academic strength and quality.

All academic specialists shall be evaluated by the Department Chairperson before the end of the applicable annual duty period for those on probationary or temporary appointment and at appropriate intervals for those with continuing appointment status. A unit review committee will be established to advise the Department Chairperson about the reappointment, award of continuing appointment status, or promotion of the academic specialist with a probationary or continuing appointment.

5.3.2 Reappointment and Reappointment with Continuing Appointment

- 5.3.2.1 Reappointment of an academic specialist will be based on meritorious performance, not merely time spent in the position.
- 5.3.2.2 Continuing System-Probation: An academic specialist who has not served previously at Michigan State University is appointed initially for a probationary period of three years and may be reappointed for an additional probationary period of three years. Each reappointment recommendation should be based on a clear record of sustained, outstanding achievements in teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment) across the mission of the Department of Theatre consistent with performance levels expected at leading research-intensive, land-grant Universities of international scope. If at any time during these two probationary periods an academic specialist is promoted to the rank of senior academic specialist, continuing appointment status is granted.
- 5.3.2.3 Continuing System-Probation with Continuing Appointment: An academic specialist who has not served previously at Michigan State University is normally appointed for a probationary period of three years. If an academic specialist is appointed beyond the two probationary periods, continuing appointment status is granted. Each continuing appointment recommendation should be based on a clear record of sustained, outstanding achievements in teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment) across the mission of the Department of Theatre consistent with performance levels expected at leading research-intensive, land-grant Universities of international scope. If at any time during these two probationary periods an academic specialist is promoted to the rank of senior academic specialist, continuing appointment status is granted.
- 5.3.3 Promotion
 - 5.3.3.1 Promotion to the rank of Senior Academic Specialist: a candidate must present a record of achievements in teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment). Each promotion to the rank of senior academic specialist recommendation should be based on a clear record of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected at peer universities. The emphasis on evaluation will be more on the quality than in the quantity of the candidate's work. Refer to Appendix A of the Academic Specialist Handbook.
 - 5.3.3.2 Academic specialists with fixed term appointments who have completed 60 FTE service months are eligible for promotion to senior academic specialist, subject to the same standards and criteria applicable to individuals in the continuing appointment system.
- 5.3.4 Procedures for Reappointment, Continuing System, and Promotion
 - 5.3.4.1 Reappointment of an academic specialist-continuing system-probation: Each academic specialist eligible for reappointment will be informed by the Department Chairperson in October (during the reappointment and promotion academic year) of the university reappointment schedule. By the end of fall semester, the applicant will submit a dossier of all pertinent information related to his/her record and achievements that support reappointment. The dossier will include:
 - (1) current vita highlighting accomplishments;

- (2) a three-five page self-evaluation addressing teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment);
- (3) supporting materials documenting a teaching portfolio (student evaluations, syllabi, course materials, classroom observations, etc.) and professional accomplishments in advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment) since the last appointment.

5.3.4.2

Reappointment and promotion of an academic specialist-continuing system-probation with award of continuing appointment: Each academic specialist eligible for reappointment and promotion to the continuing system (with continuing status) will be informed by the Department Chairperson in October (during the reappointment and promotion academic year) of the university reappointment schedule. By the end of fall semester, the applicant will submit a dossier of all pertinent information related to his/her record and achievements that support reappointment. The dossier will include:

- (1) current vita highlighting accomplishments;
- (2) a three-five page self-evaluation addressing teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment);
- (3) supporting materials documenting a teaching portfolio (student evaluations, syllabi, course materials, classroom observations, etc.) and professional accomplishments in advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment) since the last appointment.

5.3.4.3

Promotion of an academic specialist-continuing to the rank of senior academic specialist: Each academic specialist-continuing eligible for promotion to the rank of senior academic specialist will be informed by the Department Chairperson in January (for promotion the following academic year) of the university promotion schedule. By the end of spring semester, the applicant will submit a dossier of all pertinent information related to his/her record and achievements that support reappointment. The dossier will include:

- (1) current vita highlighting accomplishments;
- (2) a three-five page self-evaluation addressing teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment);
- (3) supporting materials documenting a teaching portfolio (student evaluations, syllabi, course materials, classroom observations, etc.) and professional accomplishments in advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment) since the last appointment;
- (4) a prioritized list of at least ten names from which half of the external review letters will be solicited.

5.3.4.3.1

Half of the external referee letters will be solicited from individuals on a list developed by the candidate; the other half will be solicited by the Department Chairperson from other prominent scholars, educators or artists in the candidate's field. The Department Chairperson will assure that each candidate has at least four external review letters; all review letters solicited by the Department Chairperson that are received will be included in the dossier. The letters will address those aspects of the candidate's accomplishments in teaching, advising, curriculum development, research/creative activity, outreach/service, and other (as applicable to appointment) that the evaluator is

qualified to assess. Each request for evaluation will be accompanied by a copy of the pertinent sections of the Department bylaws and the dossier provided by the candidate and other relevant material. These letters will be held in confidentiality for use in the promotion process.

- 5.3.4.3.2 The candidate's dossier and all external letters will be sent forward to the College of Arts and Letters for review. Refer to Appendix A.4 of the Academic Specialist Handbook.

5.3.5 Academic Specialist Review Committee

5.3.5.1 *Composition.* The composition of a Department Academic Specialist Review Committee consists of a minimum of three faculty members appointed by the Department Chairperson in consultation with the candidate (at least one member must be an Academic Specialist). The committee will elect a chair and a designated Office for Inclusion and Intercultural Initiatives representative. An academic specialist from outside the unit can be appointed, if necessary, with a voice but no vote.

5.3.5.2 *Function.* This committee will review the candidate's dossier of all pertinent information related to his/her record and achievements in conjunction with the Academic Specialist Handbook. Each member of The Department Academic Specialist Committee will also perform formal teaching and/or mentoring observations using a form provided by the Department during the semester of review. The criteria for reappointment and promotion for an Academic Specialist is set forth in the MSU Academic Specialist Handbook.

The Committee will submit in writing to the Department Chairperson recommendations for personnel action and reasons for its decision. Minority opinion, if any, will be noted and a minority report may be included. All members of the Department Academic Specialist Committee will sign the recommendations.

In addition to the review committee's advice, the unit administrator may also consult with administrative staff, faculty, students, and/or other qualified individuals inside or outside the unit regarding the reappointment or promotion review. The academic specialist will be informed of those individuals from whom the unit administrator is requesting advice and will not be informed of those individuals who provide external letters of evaluation.

5.4 Annual Review Process

- 5.4.1 All faculty members will submit annual faculty accomplishment materials for review. Information and materials will be submitted via the Faculty Activities Information System (FAIS). Please refer to Attachment B: FAIS and Peer Review. This system allows faculty members to generate and manage annual Faculty Activity Reports online. The Department Chairperson will specify the date the materials are due. The FAIS and Annual Peer Review will be used to determine merit salary increases as well as to show sustained merit for UNTF major reviews, reappointment, promotion and tenure reviews.
- 5.4.2 In compliance with the Department of Theatre merit salary personnel policies, all faculty members must complete the "Peer Review Evaluation Form for Faculty" after having examined the FAIS results, supporting documentation not assessable through FAIS, and SIRS submitted by each faculty member. Please refer to Attachment B: FAIS and Peer Review. The Department Chairperson will specify the date the evaluation forms are due in the main office.

6 FACULTY MENTORSHIP

- 6.1 The goal of a faculty mentoring program is to help establish a culture of collegiality and collaboration across the Department and to facilitate the success of all faculty in the major areas of teaching, research/creative activity, and service and/or outreach and engagement. A mentoring program, however, cannot accomplish these goals by itself. Instead, it should be seen as part of a larger effort to create the conditions necessary for all faculty to be successful in the Department of Theatre.

- 6.2 See Attachment C: Guiding Principles for a Department of Theatre Junior Tenure System Faculty Mentoring Plan

Last Revised March 7, 2018

Approved by faculty vote March 23, 2018

Attachment A: Criteria for Faculty Evaluation

Evidence of consistent professional effectiveness in the categories of Research and Creative Activity, Teaching, Service and/or Outreach and Engagement. The expectations of each individual are dependent on the individual's particular assignment within the mission of the Department of Theatre.

- A. *Research and Creative Activity.* Research and Creative Activity can take a variety of different forms. Evidence to consist of discipline-specific research and creative activity, or works in progress, which may include, but are not limited to:
- Paper, panel, or digital presentations at professional conferences or colloquia;
 - Grants or fellowships;
 - Consultantships, adjudications, or visiting scholar/artist activities;
 - Print or digital publications (such as books, chapters, essays, articles, scripts, and other related writings), critical translations, editorial work for creative and scholarly activities and publications, criticism, and sustained research;
 - Performances, productions, workshops, exhibits, events, and/or showings.
1. Dissemination of Research and Creative Activity. Dissemination of original research should take the form of major presentations and publications recognized by the discipline.
 - Paper, panel, or digital presentations at conference panels, roundtables, seminars and workshops.
 - Consultantships, adjudications, or visiting scholar/artist activities at institutions/organizations of disciplinary importance.
 - Print or digital publications in professionally recognized sources of disciplinary importance.
 2. Dissemination of performances, developmental productions, productions, exhibits, events, showings, and/or workshops presenting new or original information.
 - Faculty activities for the Department of Theatre or at MSU are recognized as an important aspect of the candidate's dossier.
 - Faculty should endeavor to undertake Creative Activity at the regional, national, and international level, beyond their expected assignments for the Department of Theatre, depending on appointment type (see 3: Criteria for Evaluation).
 3. Criteria for evaluation of Research and Creative Activity.
 - Determination of the significance of research/creative activity will take into account processes of selection through invitation, peer review, critical receptions, citations, honors/awards, etc.
 - The Department recognizes that significant scholarship and innovation may take place as part of departmental productions or similar events for MSU, and will support faculty in such endeavors. Moreover, this work can become nationally significant when results of the scholarship are shared with the professional community.
 - Tenure system faculty are expected to develop a national/international reputation in their field and to make significant creative and scholarly contributions at the local and regional levels. In most cases, local assignments alone will not fulfill the requirements for Tenure and Promotion in the category of Research and Creative Activity.
 - Non-Tenure Track Faculty with a research or creative activity appointment load will have expectations specified in the offer letter or position description.
- B. *Teaching.* Teaching is a vital aspect of faculty activity in the Department.
1. Evidence of effective teaching to consist of achievements that may include, but is not limited to: undergraduate and graduate teaching and mentorship; new program and course proposals; program and course revisions; syllabi; exams and projects; innovative teaching techniques; awards; honors options; undergraduate and graduate committees; academic advising; student evaluations; etc. and formal classroom observations. The Head of Area will provide formal Classroom observation.
 2. Criteria for evaluation of Teaching:
 - Criteria for the formal classroom observation of teaching will be based on teaching pedagogy and effectiveness; student engagement and participation; processing and reflection.

C. Service and/or Outreach and Engagement:

1. Evidence of Service and/or Outreach and Engagement:

- Service to the profession may include, but is not limited to: participation on committees at the local, state, regional, national and international levels; refereeing for journals, conferences, and funding agencies; editorial positions; organizing conferences; responding to creative work; holding leadership positions in professional organizations; and other such activities in support of the profession as related to the faculty member's expertise.
- Service to MSU includes involvement with Department, College, and University committees and other assignments.
- Outreach includes scholarly or professional involvements rooted in and extending one's research, teaching, and/or service for audiences external to MSU. It involves generating, transmitting, applying, and preserving knowledge for the direct benefit of those audiences. Outreach is particularly relevant in the context of the University's mission and shall be given due consideration.

2. Criteria for evaluation of Service and/or Outreach and Engagement:

- Sustained and effective service to the profession based on appointment type as defined in the offer letter or position description.
- Regular and effective service for the department of theatre is expected. Multiple instances of impactful service at the college and/or university level is expected based on appointment type as defined in the offer letter or position description.
- Achievements in outreach may include, but are not limited to consultantships, master classes or workshops, lectures, and presentations/performances to audiences external to MSU.

D. Advising

1. Evidence to consist of achievements in advising that may include, but is not limited to: academic program planning, study abroad and away, experiential education including internships and undergraduate research, career development, development and implementation of activities/projects related to student success, degree certification and participation in professional development activities to enhance the ability and knowledge to perform as an advisor.

- Criteria for evaluation of Advising: Sustained and effective Advising based on appointment type as defined in the offer letter or position description.

E. Curriculum Development

1. Evidence to consist of achievements in curriculum that may include, but is not limited to: development of courses, academic programs and instructional materials, evaluation of trends related to instructional techniques and student learning outcomes, course/program assessment, and participation in professional development activities to enhance curriculum development and planning.

- Criteria for evaluation of Curriculum Development: Sustained and effective Curriculum Development based on appointment type as defined in the offer letter or position description.

F. Other

1. Evidence to consist of other categories that may include, but is not limited to: student supervision or mentorship related to non-credit program activities, supervision of professional and student crews, production scheduling, shop supervision and related inventory/tool maintenance, and development/implementation of safety policies and procedures.

- Criteria for evaluation of Other: Sustained and effective performance based on appointment type as defined in the offer letter or position description.

Attachment B: FAIS and Peer Review

The Faculty Activities Information System (FAIS) allows faculty members to generate and manage annual Faculty Activity Reports online. These Faculty Activity Reports are the basis for the Department of Theatre's annual peer review process.

A. FAIS includes the following areas:

- Load Distribution (Submitted by Assistant to the Department Chairperson)
- Teaching
 - Students (Submitted by Faculty)
 - Courses (ALL THR/DAN Courses will be submitted by Assistant to the Department Chair; ALL NON-THR/DAN Courses will need to be submitted by individual faculty members)
 - Comments (Submitted by Faculty)
 - Teaching Evaluations (ALL THR/DAN SIRS and Syllabi will be submitted by Assistant to the Department Chair; ALL NON-THR/DAN SIRS and Syllabi will need to be submitted by individual faculty members)
- Research and Scholarship (Submitted by Faculty)
 - Presentations
 - Proposals
 - Publications
 - Supervised Students
 - Creative Activities
 - Upload Documents: provide evidence of publications, photos, images, creative documents, etc. and notification of any awards or other responses indicating merit (e.g., citations, reviews).
- Service (Submitted by Faculty)
 - Professional Services
 - Institutional Services
- Other Activities (Submitted by Faculty)
- Achievements & Plans (Submitted by Faculty)
- Summary and Supplemental Data

B. Peer Review

Please evaluate each faculty member on the list—*excluding* yourself—in each of the categories listed and supply an overall rating. You are encouraged to supply written commentary to justify your numerical ratings in the following areas (as applicable): Teaching, Research/Creative Activity, Outreach/Engagement/Service, Advising, Curriculum Development, and Other.

Please use the numerical scale from 1 (lowest) to 5 (highest) in each box, including “Overall.” Definitions of evaluation scale are as follows:

- 5. Shows a pattern of exceptional & distinguished accomplishments.**
- 4. Above average accomplishment; consistently exceeds expectations.**
- 3. Adequate accomplishment; consistently meets expectations.**
- 2. Below average accomplishment; inconsistently meets expectations.**
- 1. Shows a pattern of not meeting basic expectations or department standards based on appointment and contract.**

Load distribution is listed for each faculty member and should be taken into account in your evaluation [T=teaching, including non-classroom instruction, lab, and practicum; R=research and artistic productivity; S=service, engagement and outreach; A=advisement; C=curriculum development; O=Other]. Distributions will be defined on the provided review sheet based on individual assignments.

If you choose to weigh the categories differently because of a faculty member's appointment status or load, please add a comment to this effect. The "Peer Review Form for Faculty" includes the areas outlined below (as applicable to each faculty member's appointment).

1. Name and Load Distribution
2. Teaching and Comments
3. Research/Creative Activity and Comments
4. Outreach/Engagement/Service and Comments
5. Advising and Comments
6. Curriculum Development and Comments
7. Other and Comments
8. Overall Rating

C. Peer Review Procedures

The Peer Review Forms and subsequent ratings will be reviewed by the Department Chairperson and used to determine merit and market raises related to the collected numerical data and personal commentary in accordance with College and University policies. The THR Advisory Committee will review and verify the numerical calculations related to the collected evaluations but will not be privy to the peer comments. The Department Chairperson may share commentary of a faculty member with the appropriate head of area to assist in mentorship.

The Department Chairperson may consult and share all collected information with the THR Advisory Committee should he/she identify an anomaly related to commentary or ratings. An anomaly may be identified in cases where personal history may have affected ratings; information from the Department Chairperson that is necessary to alter the rating; or unique unforeseen circumstance that may need to be factored into the final calculations. Individual members of the THR Advisory Committee shall recuse themselves from discussion of their own cases.

Limited and selected peer comments may be used in annual review letters. Full commentary and ratings will be shared during the faculty member's annual review meeting with the Department Chairperson. Overall rating in relation to the department average will be included in the annual raise letter.

1. Annual Review for TENURE SYSTEM and ACADEMIC SPECIALIST-CONTINUING SYSTEM Faculty

- All tenure system and academic specialist-continuing system faculty members will submit annual faculty accomplishment materials for review. Information and materials will be submitted via the **Faculty Activities Information System (FAIS)**. This system allows faculty to generate and manage annual Faculty Activity Reports online. The Department Chairperson will specify the date the materials are due.
- All tenure system and academic specialist-continuing system faculty members will complete a separate "Peer Review Evaluation Form for Faculty" for tenure system and academic specialist-continuing system faculty members after having examined the Faculty Activity Information System, supporting documentation, and SIRS submitted by each tenure system and academic specialist-continuing system faculty member. These rating sheets and adjoining comments are considered by the THR Advisory Committee and the Department Chairperson in determining merit raises and as an indicator of faculty performance in accordance with the MSU Faculty Handbook and College and University policies. The Department Chairperson will specify the date the peer review evaluation forms are due in the main office.
- Tenure system and academic specialist-continuing system members may also elect to be reviewed by all faculty members in the Department, including non-tenure track and academic specialist-fixed term faculty members, in which case they will so inform the Department Chairperson by the announced deadline for submitting faculty accomplishment materials. These faculty members will be listed on the Department of Theatre "Peer Review Evaluation Form for Faculty: Tenure System and Academic Specialist-Continuing System Faculty" and will be evaluated by the non-tenure track and academic specialist-fixed term faculty members. They will also be reviewed by tenure system and academic specialist-continuing system faculty members (see item 2 immediately above).
- In cases where a tenure system or academic specialist-continuing system faculty member has elected to be reviewed by non-tenure track and academic specialist-fixed term faculty members, as well as by tenure

system and academic specialist-continuing system faculty members, the Department Chairperson and THR Advisory Committee will take the evaluations of both groups into account in determining merit.

- Tenure system and academic specialist-continuing system faculty members will not complete a “Peer Review Evaluation Form for Faculty” for non-tenure track and academic specialist-fixed term faculty members who have not elected to be reviewed by all faculty members in the Department of Theatre.

2. Annual Review for NON-TENURE TRACK and ACADEMIC SPECIALIST-FIXED TERM Faculty

- All non-tenure track and academic specialist-fixed term faculty members will submit annual faculty accomplishment materials for review. Information and materials will be submitted via the **Faculty Activities Information System (FAIS)**. This system allows faculty to generate and manage annual Faculty Activity Reports online. The Department Chairperson will specify the date the materials are due.
- Non-tenure track and academic specialist-fixed term faculty members will complete a separate “Peer Review Evaluation Form for Faculty” for non-tenure track and academic specialist-fixed term faculty members after having examined the Faculty Activity Information System, supporting documentation, and SIRS submitted by each non-tenure track and academic specialist-fixed term faculty member. These rating sheets and adjoining comments are considered by the THR Advisory Committee and the Department Chairperson in determining merit raises and as an indicator of faculty performance in accordance with the Union of Non-Tenure Track Faculty stipulations and College and University policies. The Department Chairperson will specify the date the peer review evaluation forms are due in the main office.
- Non-tenure track and academic specialist-fixed term faculty members may also elect to be reviewed by all faculty members in the Department, including tenure system and academic specialist-continuing system faculty members, in which case they will so inform the Department Chairperson by the announced deadline for submitting faculty accomplishment materials. These faculty members will be listed on the Department of Theatre “Peer Review Evaluation Form for Faculty: Non-Tenure Track and Academic Specialist-Fixed Term Faculty” and will be evaluated by the tenure system and academic specialist-continuing system faculty members. They will also be reviewed by non-tenure track and academic specialist-fixed term faculty members (see item 2 immediately above).
- In cases where a non-tenure track or academic specialist-fixed term faculty member has elected to be reviewed by tenure system and academic specialist-continuing system faculty, as well as by fellow non-tenure track and academic specialist-fixed term faculty, the Department Chairperson and THR Advisory Committee will take the evaluations of both groups into account in determining merit.
- Non-tenure track and academic specialist-fixed term faculty will not complete a “Peer Review Evaluation Form for Faculty” for tenure system and academic specialist-continuing system faculty members who have not elected to be reviewed by all faculty members in the Department of Theatre.

Attachment C: Guiding Principles for a Department of Theatre Junior Tenure System Faculty Mentoring Plan

*Non-Tenure Track Faculty and Academic Specialists can request a mentor under these same guidelines.

1. Guiding Principles

- *Training and Support.* Mentors should receive appropriate orientation, training, guidelines, and resources.
- *Needs Assessment & Resources.* An effective mentoring program needs to assess individual needs and devise an appropriate plan to address those needs. This process should avail itself of a diverse range of resources as necessary: events, speakers, orientations, online resources, faculty in other units and even at other institutions, MSU's Office for Inclusion and Intercultural Initiatives, etc. The potential challenges faced by diverse faculty including women, persons of color, LGBTQ, and other marginalized groups should be addressed when devising the mentoring plan.
- *Plan.* Immediately upon appointment the chairperson should name a tenured faculty member in the Department who agrees to provide support for the mentee's research, service, and creative efforts. A mentor outside of the Department can also be identified. The Chairperson, mentor(s), and the mentee should collaboratively develop a comprehensive, written "mentoring plan" that addresses all of the mentee's needs. The plan should be discussed and refined by mentor(s) and mentee once all have entered the partnership.
- *Flexibility.* Participation in the faculty mentoring program is voluntary. No stigma should be attached to opting out of the plan or making ongoing adjustments, such as switching mentors or terminating by mentor of the partnership.
- *Confidentiality.* Conflicts of interest should be minimized, confidentiality protected, and all faculty members provided an environment in which they can address concerns without fear of retribution. Mentors may not review the mentee's year-end assessment and mentees may not be privy to any review of the mentor's assessments of mentee.
- *Accountability.* Both mentor and mentee must ensure meetings are held regularly according to the plan. It is the responsibility of the mentor to serve as a resource to the mentee. The mentee must take responsibility for success in the mentorship program and the University RPT process.
- *Recognition.* Effective mentoring requires time, energy, and skill. A mentor's contribution will be considered service for the department and will be acknowledged by a letter from the chair.
- *Joint Appointments.* There should be one mentoring plan for the faculty member, coordinated among the units, with leadership from the faculty member's lead unit. Each unit should address joint appointments in their respective mentoring policies. For example, the policy may state that unit leaders from participating departments will determine, in consultation with the faculty member, a mentoring plan that best meets the faculty member's needs. The plan may follow the model of one department or the other, be a hybrid, or be highly individualized. It should be written, and include clear expectations for all parties and leadership. In the case of joint appointment the outside mentor is the mentor from their other department.

2. Long-Term Mentoring Plan

- The chairperson should create a list of outside faculty available to serve as mentors and make the list available to new faculty on or before their start date.
- Mentors should not be asked to evaluate mentees; mentors should not serve on the RPT committee unless unavoidable.
- The mentee and mentor should develop strategic short and long-term plans for the review process using the provided peer review form and the dossier documentation.

- The chairperson should evaluate the mentorship process along with work plans.
- In consultation with the chair and the mentee, provisions should be made for requesting a new mentor. Seeking a mentor who is a better fit should not be interpreted as uncollegial or extraordinary.
- Mentors should know what resources exist for mentees on and off campus. Mentors should be made aware of university sanctioned training, guidelines, and support through various university offices including Faculty & Organizational Development. Mentors should be directed to various online and print publications that explore relevant dimensions of mentoring.

3. Suggested Timeline for Junior Faculty Mentoring

- First Semester:
 - Chairperson should identify internal and external mentor possibilities and create mentorship plan in concert with incoming faculty within the first week of the contract start date.
 - The first meeting with internal mentor and mentee should include an explanation of the tenure and promotion process, as well as expectations of the mentorship process prior to the start of classes. Two documents will be handed out: the peer review form, and the dossier documentation.
 - The second meeting should follow after classroom observations. A written evaluation of the observation will be provided and discussed but will not become part of the mentee's permanent file, and a completed questionnaire will be reviewed and revised if necessary.
 - The end of semester meeting will include a review of artistic/research accomplishments, as well as service, objectives for the next semester, and any areas of concern.
- Second Semester:
 - The first meeting should discuss feedback on class observation and review of FAIS before submission. SIRS from the first semester will also be reviewed.
 - The end of semester will follow the same format as the first semester. This meeting should happen after the annual review with the chairperson. The mentorship profile questionnaire should be turned in with the faculty work plan prior to the annual review with chair.
- Second Year:
 - Should follow the same format as above, but there should be only two meetings each semester: after the teaching observation and at end of semester.
 - The mentor will be available over the summer for dossier submission review.

Post-reappointment mentorship should follow a similar timeline. For additional information on mentoring, see the MSU Advance Faculty Mentoring Toolkit.

Attachment D: Heads of Area Responsibility

Heads of Areas coordinate and comment on:

CURRICULUM

Create a unified plan for future educational goals including review and coordination of syllabi, teaching assignments, teaching observations, set deadlines for area curriculum, create reasonable expectations.

PRODUCTION

Create a unified plan for transferring knowledge from classrooms (laboratories, rehearsal studios and shops) to the stage or screen balancing faculty research agenda with the academic needs of the department. This includes coordination and facilitation of areas related to the production season, guest artists and scholars in respective areas. Individual Heads of Area may also act as a liaison between other areas.

SERVICE

Create a unified plan for outreach and collaborative activities including service assignments, annual area goals and activities beyond the Department of Theatre.

PERSONNEL

Create a collaborative and positive work environment by reporting collegiality and collaborative successes and challenges to Chairperson through end of year reports.

Heads of Areas should whenever possible not act as official mentors to those members within respective areas to avoid conflict of interest.

Conflict between Heads of Area and Faculty or Staff can be resolved by the Chairperson or through an outside party associated with MSU.

The process for year-end evaluations by Heads of Area will include:

1. a list or short paragraph of challenges, progress, achievements, and future goals in terms of departmental citizenship in all job duties - provided by faculty member
2. a meeting with Head of Area to discuss this reflective statement as well as teaching observations, and accomplishments documented on FAIS
3. a written evaluation by the Head of Area forwarded to Chairperson including the original faculty paragraph; faculty member will receive a copy of the evaluation
4. faculty member may submit a rebuttal to Chairperson