



DEPARTMENTAL GUIDELINES FOR EVALUATING FACULTY

ACADEMIC AFFAIRS • PROVIDENCE COLLEGE

Department of Theatre, Dance, and Film 5-31-2016

NEW FACULTY APPOINTMENTS

In its appointment of tenure-track [Ordinary] faculty, Providence College is committed to the maintenance of the highest standards in instruction, scholarship, and service to the College and its professional and social communities. Mindful of its tradition, the College, in all of its searches for full-time faculty, seeks men and women qualified in their academic disciplines, normally holding the terminal degree, who have demonstrated excellence, or who have the potential for excellence, in teaching and scholarship, and who can affirm and contribute to its Mission as a Catholic and Dominican institution.¹

Faculty Searches and appointments are governed by the Faculty Handbook (Appendix A), and guided by the “Policies and Procedural Guidelines for Faculty Searches” **available from the Office of Academic Affairs.**

ANNUAL REVIEW OF PROBATIONARY FACULTY

Each probationary faculty member is required to maintain annually throughout the probationary period a dossier of information pertinent to his/her activities in the areas of scholarship, teaching, and service as described in the Faculty Handbook (see § 3.4.1-3.4.2). This dossier shall minimally contain the following items for review by the department chair (or his/her designee):

- Copies of course syllabi
- A copy of the faculty member’s teaching and office hours
- Course evaluations by students
- An up-to-date **copy of the faculty member’s curriculum vitae**
- A narrative overview of each area: teaching, creative/scholarly work, and service.

I. Each year, the Department will do the following:

A. Evaluate the Probationary Faculty Member’s (hereafter referred to as “the Candidate”) teaching performance by sending one tenured faculty member to visit at minimum one course per semester, with the exception of the first semester of employment. This tenured faculty member will offer verbal feedback soon after visiting the class, and will write a **letter assessing the candidate’s teaching performance**, due to the Chair at the end of that semester. One copy will be retained by the Department, and one copy will be given to the Candidate for inclusion in her/his dossier.

B. Chair will meet with the Candidate to provide verbal feedback on the Candidate’s dossier by May 31 each year. The Chair (or his/her designee) will review the dossier annually and will discuss it with the **probationary faculty member in order to inform the latter of the Faculty’s perception of her/his success in meeting the Department’s performance expectations for the awarding of tenure.** The review process will look separately at teaching, creative/scholarly work, and service. For teaching, the Chair will review the most recent available standardized evaluation forms with the Candidate, as well as review any observation letters submitted. For creative/scholarly work, the Chair will review with the Candidate any letters from jurors who have reviewed a play or other creative or scholarly product, and will look at the work itself if it is accessible within the dossier. Finally, for service, the Chair will review the specific types of service undertaken by the Candidate to make a recommendation as to where additional service is needed. If the Candidate is also Managing Director of Theatre, the Chair will review his or her work in this area, noting strengths and areas for improvement.

The faculty member is also required to bring a written **“action plan” to the review so that the Chair can be aware of the Candidate’s future plans** regarding teaching, creative/scholarly work, and service as well as past achievements noted in the dossier. The action plan will provide a year-by-year projection up to and including the tenure year of any creative/scholarly projects, products,

¹ To preserve that character and further its Mission, the College appoints to the Ordinary faculty, without national searches, Dominican Friars qualified in their academic disciplines.



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presentations, as well as improvements/additions to teaching and/or service, which may support the Candidate in achieving tenure and promotion. This review process is designed to nurture faculty development and growth and will highlight both areas of strength and opportunities for improvement within each of the three (or four) areas. The Chair will provide the candidate with a written summary of points from their meeting within two weeks after the meeting. The candidate may respond in **writing within one month of receiving the Chair's written summary if desired. This response also becomes a part of the candidate's dossier.**

II. Each year, the Candidate will do the following:

- A. Provide an updated copy of her/his dossier to Chair with items noted above, plus an action plan by May 15.
- B. Meet with the Chair for a discussion of the dossier and action plan.

THIRD YEAR REVIEW

A thorough review of the probationary faculty member's ("the Candidate") record of teaching, scholarship, and service should be conducted by the chair in consultation with the tenured members of the department in the **fall of the candidate's third contract** year.

- I. During the spring semester, the Candidate will:
 - A. Make a presentation based on research or creative activity
 - B. Provide an updated copy of her/his dossier to the Chair and the Dept. online.
- II. During the spring semester the Department will:
 - A. Follow the criteria for tenure and promotion in making its recommendation (see p. 3)
 - B. **Meet to determine whether or not to recommend to the Provost that the Candidate's contract** should be renewed.
 - C. If the decision is negative, the Chair will write a letter to the Dean and Provost detailing the reasons for the decision.
 - D. The Chair will meet with the candidate in person by Dec.1 to relay news of the faculty vote and discuss faculty feedback regarding the 3rd Year Review Portfolio and how it could be improved.

DOCUMENTATION TO BE PROVIDED IN THE DOSSIER

Documentation for the dossier may be accumulated over a period of time and should include evidence of the following:

- I. Teaching: The Candidate will provide evidence of continuing effective performance of teaching responsibilities in and out of the classroom.
 - A. The Candidate will provide at least the following:
 1. Student evaluation forms for each course taught.
 2. Class observations written by department faculty members for each year the candidate has been teaching at Providence College.
 3. Copies of course syllabi.
 - B. The Chair will do the following:
 1. Send one tenured faculty member, once each semester excepting the first semester, to visit **one course, as described under "Annual Review" on p. 1 of this document.**
 2. **Review the Candidate's student evaluations, and provide** verbal feedback to the Candidate regarding perceived strengths and weaknesses.
 3. Advise the Candidate in a timely fashion of any teaching concerns, so that they may be addressed promptly.
- II. Creative/Scholarly Output: The Candidate will provide evidence of continuing creative/scholarly development and performance of creative/scholarly responsibilities.
 - A. The Candidate will provide:
 1. Updated curriculum vita



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2. Three names for outside expert juror list
- B. The Department will do the following:
 1. Provide a review written by a tenured faculty member or outside juror at least once per year **for creative/scholarly products produced during the Candidate's probationary period.**
 2. Engage the services of one or more outside experts to provide a written review of the **Candidate's work. The following procedure will be implemented to engage outside experts.**
 - a. A list of potential jurors **for this particular candidate's work** agreeable to the Department will be established and maintained. The Candidate is invited to submit three names to this list.
 - b. At least one outside juror **will be invited to review the Candidate's work** during his/her first two years at the College.
 - c. A minimum of three outside jurors during the probationary period will be invited to **review the Candidate's work**, at least two of whom are **not from the Candidate's list.** These jurors will conduct a review of one or more works by the Candidate, providing written documentation of his/her assessment to the Chair. These assessments will be shared with the Candidate in a timely fashion.
- III. Service: The Candidate will provide evidence of continuing service to the Department and at least one other area:
 - A. College
 - B. Academic Discipline
 - C. Community
 - D. Effective mentoring and advising
- IV. Additional documents may include:
 - A. Evaluation of work submitted for competitions, such as American College Theatre Festival
 - B. Dramaturgical, vocal, dialectical, or other materials created in support of artistic endeavors
 - C. Reviews in the media
 - D. Slides, photos, weblinks, or video recordings of productions
 - E. Light plots, working drawings, and other supporting materials
 - F. Prompt books
 - G. Letters or testimonials from the public and/or former students

During the year of the Third Year Review, the Candidate will meet with the Chair for consultation and feedback both in the fall and in the spring.

It is expected that the Chair (or his/her designee) will continue to review the dossier annually after the Third Year Review.

CRITERIA FOR EVALUATING FACULTY FOR TENURE & PROMOTION WITHIN THEATRE, DANCE & FILM

The disciplines of theatre, dance, and film provide varied opportunities for professional activities in teaching, creative/scholarly achievement, and service. The evaluation of these activities is in keeping with the guidelines in the Faculty Handbook, 11th edition, Carnegie White Paper Guidelines, and those guidelines established by the Association for Theatre in Higher Education (ATHE), the Voice and Speech Trainers Association (VASTA), and other professionally recognized associations within the field.

I. Teaching

The College values excellent teaching which includes these observations derived from the work of Chickering: good teaching practice:

- Encourages contact between students and faculty
- Develops reciprocity and cooperation among students
- Gives prompt feedback
- Emphasizes time on task
- Communicates high expectations
- Respects diverse talents and ways of learning



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In addition, note that good teaching requires:

- Renewal and currency of material
- Modeling of enthusiasm for the subject matter
- Patience and tolerance. Excellence in teaching implies student learning.

The Candidate will be evaluated by tenured members of the faculty, on a regular basis, as described above. A **written evaluation of the Candidate's teaching performance is shared with the candidate and becomes part of the dossier.** In addition, the Candidate is expected to accept class visitation, requested in advance, by other members of the Faculty who may wish to observe teaching for purpose of the tenure decision. It is the responsibility of each Candidate and his/her department to conduct student evaluations on a semester-by-semester basis.

The Candidate will provide evidence of continuing effective performance of teaching responsibilities in and out of the classroom and will provide:

1. Student evaluation forms for each course taught.
2. Class observations written by department faculty members for each year the candidate has been teaching at Providence College.
3. Three letters of support written by peers from outside the department who have been **invited to observe the Candidate's classes.**
4. Copies of course syllabi.
5. Records of her/his teaching schedule and office hours.

The Chair will do the following:

1. Send one tenured faculty member each semester excepting the first semester of employment, **to visit one course, as described under "Annual Review" on p. 1 of this document.**
2. **Review the Candidate's student evaluations, and provide feedback** to the Candidate regarding perceived strengths and weaknesses.
3. Advise the Candidate in a timely fashion of any teaching concerns, so that they may be addressed promptly.

II. Creative/Scholarly Output

The Faculty will review the creative and/or scholarly output presented by the Candidate and will evaluate this work at a meeting set by the Chair. In general, the greatest weight will be given to creative work that is subjected to peer review and materials published (or accepted for publication) in peer-reviewed outlets. The primary focus will be to determine the quality, recognition, and quantity of the work submitted. Creative/scholarly work should be active and continuing with an appropriate level of productivity being documented.

The following sorts of creative/scholarly work are appropriate for submission and evaluation: performances, productions, films, vocal/dialect coaching, direction, original choreography, costume design, lighting design, scenic design, sound design, play scripts, articles in scholarly journals, scholarly books, convention papers and posters (with evidence of level of peer review), textbooks, edited books, chapters, book reviews, participation and/or organization of convention panels or discussions, chairing convention sessions, magazine articles, journal editor, journal reviewer, book reviewer, and other material that the candidate wishes to offer as evidence of scholarship. Clinical, teaching, administration and other applied activities, when they can be shown to contribute to the knowledge base in the discipline, may be included in the scholarship dossier. Additionally, Candidates may present data indicating the importance of their work in the discipline; these data can include the nature of the peer review process, acceptance rates, and citation indices.

In the *Association for Theatre in Higher Education's Tenure & Promotion Guidelines*, arts administration is pertinent to tenure and promotion because of the types of specific production expertise and knowledge required. Because our department has a position which is 50% administration, we are including more specifics on how this work can be valued as creative/scholarly. The position of Managing Director of Theatre incorporates various activities including conceiving, developing, and implementing the artistic vision of the theatre.

The types of expertise for Arts Administrators are adapted here from the (American Theatre in Higher Education) ATHE Guidelines (p. 24-25).



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ATHE Guidelines

A. Production Expertise

1. Knowledge of how theatre functions as an art and as a business.
2. Expertise in planning a theatre season within a clearly defined mission for the theatre department or company.
3. Ability to effectively connect the artistic work to the community through activities including outreach, volunteerism, partnership, and public relations.
4. Knowledge of systems for box office and house management.
5. Excellence in serving as an advocate for live theatre.
6. An understanding of professional ethics and practice associated with theatre and performance.

B. Administration

1. Excellent skills in management, planning and organization, time management, and goal setting.
2. Personnel management, including hiring and supervision.
3. Expertise in all aspects of marketing and public relations for live theatre including traditional methods such as posters and direct mail and the latest technological means such as web-based marketing and social networking.
4. Skilled in event planning, fiscal management and budgeting.
5. Knowledge of contracts and union regulations as well as skill in negotiation.
6. Excellent communication skills, flexibility, and tact and the ability to work with diverse personalities.

Overall excellence from the college arts administrator requires the ability to integrate knowledge consistently in the areas noted above. The role of artist/administrator and/or creative artist within theatre requires substantial historical and technological investigation, analysis, expertise, a synthesis of information, collaboration, imagination, creativity, skill, talent and professional experience, all leading to public presentation validated by professional peer review.

The Candidate will provide evidence of continuing creative/scholarly development and performance of creative/scholarly responsibilities.

A. The Candidate will provide:

1. Updated curriculum vita
2. Three names for outside expert juror list (see B.2.b below)

B. The Department will do the following:

1. Provide a review written by a tenured faculty member or outside juror at least once per year for **creative/scholarly products produced during the Candidate's probationary period.**

The following procedure will be implemented to engage outside experts.

- a. A list of potential jurors agreeable to the Department will be established and maintained. The Candidate is invited to submit three names to this list.
- b. A minimum of three outside jurors during the probationary period will be invited to review **the Candidate's work, at least one of whom are not from the Candidate's list.** These jurors will conduct a review of one or more works by the Candidate, providing written documentation of his/her assessment to the Chair. These assessments will be shared with the Candidate in a timely fashion.

After the faculty have reviewed and discussed the Candidate's scholarly work, a secret ballot will be taken in accord with procedures described in the Faculty Handbook on the question: Does the Candidate's scholarly work justify the award of tenure/promotion in rank?

III. Service

The College requires service to the department and at least one of the following: College, discipline, community, effective advising and mentoring.

A. In order of importance, department service may include but is not limited to:

1. Service on departmental committees
2. Facilitating the department's mission & departmental growth, i.e. student recruitment



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3. Service as a mentor of junior faculty
 4. Support of departmental scholarly and social functions
 5. Participation in events such as Family Day and the Major/Minor Fair
- B. College service may include but is not limited to:
1. Serving on college committees
 2. Faculty Senate
 3. Contributing to an academic or administrative program (in some cases, *e.g.*, CTE service, might also represent scholarship in the form of professional development)
 4. Undeclared Advising Program
 5. Participation in college sponsored events.
- C. Service to the discipline may include but is not limited to:
1. Holding office or committee activity in regional or national professional associations
 2. Departmental liaison to a professional organization.
 - 3. Serving on the Board of a professional arts organization in one's field**
 4. Contributing to arts advocacy, creating professional development opportunities, planning conferences through local, regional, or national organizations.
- D. Service to the community may include but is not limited to:
1. Charitable work
 2. Speaking to community groups
 3. Advising civic organizations and government groups
 4. Other activities in which the Candidate's knowledge or skills are shared with community groups.
- E. Effective advising and mentoring

PROCEDURES FOR EVALUATING PROBATIONARY FACULTY FOR TENURE, OR, TENURE & ASSOCIATE PROFESSOR

Throughout the probationary period, each Candidate is required to maintain an on-going dossier of information pertinent to his/her activities in the areas of creative/scholarly output, teaching, and service as described below. This dossier should be available to faculty who will be eligible to vote on tenure cases upon their request. Although the Candidate may consult with the Chair and other members of the department in compiling the dossier, he/she is fully responsible for developing, maintaining, and submitting these materials to the Chair on time in the academic year in which a tenure decision is made: by September 21 for those using the 10th Edition of the Faculty Handbook, and January 15th for those using the 11th Edition. The Candidate may discuss the dossier with the Chair during his/her annual review. In addition, the Office of Academic Affairs **provides advice on assembling the dossier ("Guidelines for Tenure Candidates.")** The Candidate will also provide two copies to the Office of Vice President of Academic Affairs, and will upload an electronic copy as specified by that office.

Upon receiving the application for tenure and dossier, the Chair will inform the Faculty of the Candidate's intention and will make the dossier available to the Faculty. The Chair will also consult with the Faculty to set a date prior to February 1 for a meeting at which the Faculty will be able to discuss their evaluations of the Candidate and her/his dossier prior to executing a secret ballot on the elements relevant to the Candidate's tenure. An official record of this meeting shall minimally include a list of those Faculty present, the vote of the faculty and an approved deliberation report. The Chair will, in a timely manner, inform the Candidate of the date of the meeting and the overall recommendation in each of the three areas of qualification.

Timeline

I. Prior to September 1

Provost reviews the status of all faculty members and determines which faculty members are eligible for promotion in rank. Faculty members bound by the 10th edition of the Faculty Handbook who have served three full years as an assistant professor and faculty members who have served four full years as an associate professor are informed of their eligibility for consideration of promotion in rank to take



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effect in the ensuing academic year in compliance with the provisions of the Faculty Handbook (see § 3.4.5). Faculty are only notified once of their eligibility for promotion to a given rank.

II. Prior to September 15 (Faculty Handbook, 11th ed.) or December 15th (Faculty Handbook, 10th ed.)

- A. Faculty who wish to be considered for promotion in rank shall submit a statement of intent and all materials relevant to their promotion to their respective department chair by September 15th if under the 11th edition of the Faculty Handbook or by December 15 (if following 10th edition of Faculty Handbook). **The Office of Academic Affairs provides advice on assembling the dossier (“Guidelines for Promotion Candidates.”)**
- B. Provide at least one copy of the complete dossier to the Department for review by the tenured **faculty and two copies to the Provost’s office.**
- C. **Upload an electronic version of the dossier as specified by Provost’s Office.**

III. Prior to October 15 (11th edition) or February 1(10th edition)

- D. The Chair will inform the Faculty of the **Candidate’s intention and will make the dossier available.**
- E. The Chair will set a date prior to October 15 (11th edition) or February 1(10th edition) at which Faculty will discuss their evaluations of the Candidate and her/his dossier prior to executing a secret **ballot on the Candidate’s teaching, creative/scholarly output, and service.**
- F. **It is the responsibility of eligible voters in the Department to evaluate the Candidate’s achievements** in each area. Each will receive separate consideration and votes from all eligible faculty members.
- G. The Chair will keep an official record of this meeting which shall include: a list of faculty present, an overview of the deliberations made in each area, with attention to minority opinions, and a record of the vote in each of the three areas.
- H. The promotion evaluations by the chair and eligible members of the department shall be completed utilizing the evaluation scheme outlined in this document and Appendix E of the Faculty Handbook. A deliberation report based on the official record of the meeting, as noted above, will be submitted along with a copy of all ballots.
- I. The Chair will write his/her own separate letter of evaluation and recommendation regarding the Candidate and submit it to the Provost.

IV. Within One Week of Departmental Decision

- J. The Chair will inform the Candidate of the overall result in each area.

Evaluation of Term Faculty

Special Lecturers (part-time) and Adjunct faculty (full-time) should be evaluated in each semester of their first two years of appointment at Providence College; thereafter, they should be evaluated once each year, unless they are assigned to a course not previously part of their workload at Providence College. Special Lecturers and Adjunct faculty are always to be evaluated in the first semester in which they teach a course that they have not previously taught at Providence College.

REQUIREMENTS BY RANK AND TENURE

Associate Professor/Tenure

A minimum of four years’ experience in the rank of Assistant Professor is required prior to consideration for promotion and tenure. During that time the Candidate will accumulate evidence of achievement in teaching, creative/scholarly work, and service.

I. Teaching: The Candidate will provide evidence of continuing effective performance of teaching responsibilities in and out of the classroom.

- A. In her/his dossier, the Candidate should include the following for no fewer than three and no more than five courses offered over the preceding three years. These courses should be representative of the teaching assignments the faculty member has had over the past three years.

1. Syllabi
2. Summaries of teaching evaluations, with statistical analysis if possible.



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3. Complete sets of evaluations, including student commentary, may be forwarded to the **Provost's office for CART. They need not be duplicated for inclusion in the dossier itself.**
4. Peer evaluations
5. Letters from former students who have graduated (recommended but not required)

II. Creative/Scholarly Work: The Candidate will provide evidence of continuing creative/scholarly achievement and continuing contribution to her/his field of study. Creative/scholarly output examined will be that produced since the time of hire as Assistant Professor, and must include work recognized off-campus. Creative/scholarly output must include peer-reviewed product(s). Letters from external and internal reviewers of creative or scholarly products must be included in the dossier.

A. Creative/scholarly work may include:

1. Peer-reviewed productions or performances, one of which evidences distinguished achievement. These productions include but are not limited to performances, film, vocal/dialect coaching, directing, original choreography, costume design, lighting design, scenic design, sound design, and play scripts.
2. Peer-reviewed published articles or books and play scripts.
3. Documentation of ways in which the Managing Director of Theatre fulfills some or all of the criteria for theatre production & administration, p. 5, ATHE items A & B
4. Editor of scholarly journal
5. Demonstration of professional recognition through such achievements as competitive union memberships; honors and accolade; invited presentations, film showings, workshops or performances; elected or appointed leadership positions in professional organizations.
6. Presentations at professional conferences, workshops, discussant of panel Chair, referee for professional journal or production, reviewer of manuscripts or productions.
7. Non-peer reviewed performances, articles, or books.
8. Interdisciplinary workshops, panel discussions, or lectures.

III. Service: The Candidate will provide evidence of continuing service. Service examined will be that provided since the time of hire as Assistant Professor; areas which enhance professional development should be noted. Service to the Department, plus at least one of the following is required:

- A. Service to Providence College
- B. Service to academic/artistic discipline
- C. Service to the community
- D. Effective advising and mentoring

Full Professor

A minimum of five years' experience in the rank of Associate Professor is required prior to consideration for promotion. During that time the Candidate will accumulate evidence of distinguished achievement in teaching, creative/scholarly output, and service as described in the Faculty Handbook.

I. Teaching: The Candidate will provide evidence of distinguished performance of teaching responsibilities in and out of the classroom.

- A. In the dossier, the Candidate should include the following for no less than three and no more than five courses offered over the preceding three years. The courses selected should be representative of the teaching assignments the Candidate has had in the preceding three years.
1. Syllabi
 2. Summaries of teaching evaluations, with statistical analysis if possible
 3. Peer evaluations
 4. Letters from former students who have graduated (optional)

II. Creative/Scholarly Output: The Candidate will provide evidence of distinguished creative and scholarly development and performance of creative and scholarly responsibilities both on and off campus. Creative/scholarly output examined will be that produced since the time of promotion to Associate Professor



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and must include work recognized off-campus. Creative/scholarly output must include peer-reviewed product(s). Letters from external and internal reviewers of creative or scholarly products must be included in the dossier.

A. Creative/scholarly work may include:

1. Peer-reviewed productions or performances, one of which evidences distinguished achievement. These productions include but are not limited to performances, film, vocal/dialect coaching, directing, original choreography, costume design, lighting design, scenic design, sound design, and play scripts.
2. Peer-reviewed published articles or books and play scripts.
3. Documentation of ways in which the Managing Director of Theatre fulfills some or all of the criteria for theatre production & administration, p. 5, ATHE items A & B
4. Editor of scholarly journal
5. Demonstration of professional recognition through such achievements as competitive union memberships; honors and accolade; invited presentations, film showings, workshops or performances; elected or appointed leadership positions in professional organizations.
6. Presentations at professional conferences, workshops, discussant or panel Chair, referee for professional journal or production, reviewer of manuscripts or productions.
7. Non-peer reviewed performances, articles, or books.
8. Interdisciplinary workshops, panel discussions, or lectures.

III. Service: The Candidate will provide evidence of distinguished service. Service examined will be that provided since the promotion to Associate Professor; areas which enhance professional development should be noted. Service to the Department, plus at least one of the following is required:

- A. Service to Providence College
- B. Service to academic/artistic field
- C. Service to the community