

CODE OF
THE DEPARTMENT OF
MUSIC
THEATRE AND DANCE

COLORADO STATE UNIVERSITY

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PREAMBULUM

The Code of the Department of Music, Theatre and Dance, serves to support three distinct purposes:

- 1) to provide appropriate guidance for good regulation of all shared and distinct policies and procedures regarding administration and faculty governance
- 2) to establish a structure to maximize visibility, growth, and the pursuit of artistic and scholarly excellence in the distinct disciplines of music, theatre, and dance
- 3) to build a platform that enables the performing arts to make optimal contributions to the status and prestige of the College and University in its mission to be a comprehensive research university among the best in the nation

ARTICLE I: THE DEPARTMENT AND DIVISIONS IN THE SCHOOL OF THE ARTS

The Department of Music and the Divisions of Theatre and Dance form the performing arts programs (PA) of the School of the Arts. The functions and representations of the department and the divisions in the School of the Arts (SOTA) are regulated by the SOTA code. The Division of Dance and the Division of Theatre are semi-autonomous units in the School. The division directors answer to the SOTA co-executive directors. The department and the divisions form the appropriate peer review group for tenure and promotion.

ARTICLE II: MUSIC

SECTION M.I: MISSION AND GOALS

The mission of the department of music is to

- A. Advance the knowledge in music at the highest level of excellence and achievement through scholarly and artistic engagement in discovery, dissemination, teaching, and preservation;
- B. Develop and maintain programs of excellence by providing quality instruction and advising for students, both major and non-major
- C. Educate and train future professionals in music who excel in responsible, artistic, and inspirational leadership;
- D. Encourage and support artistic and scholarly competency and productivity of faculty and build an environment commensurate with the professional and academic goals of the department
- E. Serve the broader aims of the university by contributing to the cultural environment of the university and facilitating faculty and student participation in the performing arts experience as a vital part of the cultural climate of the university community

SECTION M.II: DEPARTMENTAL GOVERNANCE

- A. Faculty Participation
 1. All members of the music faculty who hold full-time and part-time appointments at any rank, whether temporary, special, or regular, and who are administratively responsible to the Chair of the Department of Music, Theatre and Dance have the right to participate and vote in the conduct of business of the Department except as specified in paragraph "2" of this section.
 2. Participation in the formation of Departmental codes is limited to "eligible faculty members." As defined in the *Academic Faculty and Administrative Professional Manual* (hereafter *Faculty/Staff Manual*) C.2.4.2, 2009, they are:
 - a. faculty in residence at the University or on sabbatical leave;
 - b. faculty administratively responsible to the chair of the department in question;
 - c. faculty reporting to but not including the Chair of the department.
 - d. Matters of promotion and tenure are limited to eligible faculty as defined in the *Faculty/Staff Manual*.
 3. The Administrative Officers of the Department of Music, Theatre and Dance are the Chair and her/his appointees.

B. Duties and Responsibilities of the Department Chair

1. The procedures for the Chair's selection and term are defined in the *Faculty/Staff Manual* (C.2.6.2, 2009 and C.2.4.2.2, 2009). The term shall be for five (5) years, and the Chair may be reappointed.

2. The Chair is the chief academic and administrative officer of the department. Members of the department are responsible to her/him. The Chair is responsible for all policies, procedures, and activities that affect the professional status of the department. The Chair's duties are outlined in the *Faculty/Staff Manual* and the College of Liberal Arts Code. To assist in the execution of assigned duties, the Chair is authorized to appoint faculty members to positions of administrative assistance consistent with program needs and resources. The duties and responsibilities shall include specifically:

Manage all fiscal matters of the department:

- a. administer the departmental budgets
- b. support development of sources of additional internal and external funding;

Manage all academic matters of the department

- a. provide an environment and resources to assist faculty to develop excellence in undergraduate and graduate teaching, advising, research, artistry, and service within the department
- b. monitor the development and scheduling of curricula to meet the educational needs of the students
- c. determine needed facilities (classrooms, studios, laboratories, etc)
- d. provide leadership for the recruitment and retention of students into the department
- e. coordinate and promote the department's public events

Manage all personnel matters of the department

- a. initiate recommendations for appointment, advancement, tenure, and dismissal of faculty and staff members, considering the teaching, advising, research, artistic, and service effectiveness of faculty members being recommended for contract renewal, promotion, tenure, dismissal, and salary increases
- b. evaluate department faculty and staff in accordance with the code of Colorado State University and University policies
- c. recruit and retain administrative, faculty, and staff members following university policies
- d. provide professional guidance and mentorship to faculty, staff, and students as needed
- e. coordinate and promote the development of research, artistry, scholarship, teaching, and advising competencies of faculty members
- f. assign equitable faculty and staff work responsibilities in consultation with the assistant chairs, area coordinators, advisory committee, and administrative supervisors
- g. create an environment to develop and maintain department morale
- h. chair meetings of the faculty, staff, and advisory committee as a non-voting member except in the case of a tie vote, where the chair's vote breaks the tie

Manage all outreach matters of the department

- a. facilitate the promotion of a positive public image for the department
- b. support coordination of alumni activities
- c. represent the department at appropriate meetings and functions

C. Department Committees

- a. The Executive Committee for the department is comprised of the Department Chair, two faculty members selected by the Chair, and three faculty members who hold tenure-track appointments. The three faculty members are elected by majority vote of all regular faculty members at the last faculty meeting of Spring Semester for a one-year term served during the next academic year. The Executive Committee shall be an advisory body to the Chair on all substantive matters of personnel, administration, academics, and budget. The committee shall meet at least once per month during the fall and spring semesters. It shall conduct annual evaluations of the Chair, in accordance with College guidelines; shall be responsible to conduct department/program self-evaluations and accreditation evaluations; and shall serve in grievance procedures as specified in Section VII.
- b. The Promotion and Tenure Committee shall be comprised of all eligible tenured music faculty members in the Department of Music, Theatre and Dance (see Article V). They shall monitor the progress being made by untenured tenure track faculty. The Promotion and Tenure committee shall be formed and operate in accordance with University and College guidelines.

- c. The chair will make annual appointments to serve on committees as needed. The Chair may designate administrative appointees as ex officio, nonvoting members of these committees.
- d. The chair may appoint applied coordinators, academic coordinators, and ensemble directors. The alignment of new areas will be decided by majority faculty vote.

SECTION M.III: GRADUATE FACULTY, ADVISORS, AND GRADUATE COMMITTEE

All faculty of the Department who meet the following criteria are eligible to serve as graduate faculty.

- A. Minimum rank of Assistant Professor is required. Exceptions may be made with the approval of the Department Chair and the Graduate Committee in the cases where students are studying with an applied teacher not at this level, and the applied area is a vital part of the graduate work.
- B. All members of the Graduate Faculty are expected to actively recruit graduate students and meet and correspond on their own initiative with prospective graduate students.
- C. A designee of the Chair shall serve as administrative coordinator of all graduate activities regarding contact, admissions, overseeing standards of policies and procedures, and GTA appointments.
- D. Each year the Chair shall appoint a Graduate Committee with its own chair. Their responsibility is to address recruitment, recommend graduate teaching assistant appointments and scholarships, review graduate study policies and procedures, and consider other graduate student concerns.
- E. The graduate committee chair and the Chair's designee will recommend scholarship awards, GTA awards, and other types of departmental financial support for graduate students to the Chair for final approval.

SECTION M.IV: FACULTY EVALUATIONS

- A. It shall be the responsibility of the Chair to conduct an annual evaluation of all faculty members (under College guidelines). Evaluations shall be based on the quality and quantity of performance in fulfilling the faculty member's responsibilities to the department during the period of evaluation. The general criteria of evaluation shall include teaching effectiveness, research/creative activity, and service. Faculty shall be responsible for keeping their *curriculum vitae* and annual activity report current.
- B. Area coordinators shall evaluate faculty members on temporary or special appointments in their respective areas and submit these evaluations to the chair for final approval.
- C. The Promotion and Tenure Committee shall submit annual summaries to the Chair of their findings on the progress being made by faculty moving toward tenure in accordance with University and College Guidelines. There will be a comprehensive mid-point review of probationary faculty as mandated in section E.14.2 of the *Faculty/Staff Manual*.
- D. The Chair shall write an evaluation based on all of the above materials. Procedures and forms for written evaluations are specified by University and College guidelines. After providing faculty with their annual evaluation, the Chair shall provide an opportunity for an annual conference with each member of the departmental faculty. The faculty member shall be fully advised concerning the methods and criteria used in the evaluation, the results of the evaluation, and how the results shall be utilized. The final evaluation shall be signed by the department Chair and the faculty member. The faculty member shall receive a copy of this evaluation. (Cf. section VII.A.3)
- E. Should any grievances arise between a faculty member and the department Chair with regard to the evaluation of performance, the faculty member, as a part of Step I in the University grievance procedure, may request review by the department Grievance Committee (see section VI, A, 1-3), which shall grant the person a hearing and make a subsequent written review of its findings to the Chair and the concerned faculty member.
- F. For matters still unresolved, see Section K in the Faculty Manual and section VI of this CODE.
- G. The Department will conduct comprehensive post tenure performance reviews every five years in accordance with Section E.14.3 of the *Academic Faculty and Academic Professional Manual*. A request for an in-depth review may be initiated by the Chair or a faculty member after one, two, three, or four years within the five-year post-tenure review interval.

SECTION M.V: SELECTION AND APPOINTMENT OF NEW FACULTY

In the event of a vacancy or the availability of additional faculty positions, the following steps shall be taken:

- A. Prior to discussions with the Dean and the commencement of a search, faculty shall meet to make recommendations to the Chair as to priorities for and nature of the appointment.
- B. The Chair shall appoint an appropriate Search Committee to review candidates. Confidentiality of the search process and access to application dossiers are governed by University policy. The Search Committee shall screen candidates and submit its recommendations to the Chair.
- C. The description of the position shall be made by the Chair and the Search Committee after appropriate faculty recommendations.

- D. Having received all required permissions through the Dean, the Chair shall invite an appropriate number of candidates to campus for interviews and presentations.
- E. The Search Committee shall invite input from the faculty before submitting its hiring recommendations to the Chair.
- F. The governing board has exclusive power over all personnel decisions, and their authority has been delegated to the President and/or the Provost.

SECTION M.VI: GRIEVANCE PROCEDURES FOR STUDENTS AND FACULTY

The grievance procedures for faculty and students shall be as follows:

- A. For faculty the following procedure is provided which interfaces with the University procedure as needed (records of grievances shall not become part of faculty members' cumulative records):
 - 1. the faculty member may request a conference with the Area Coordinator;
 - 2. the faculty member may request a conference with the Chair which may include other concerned parties;
 - 3. if the grievance is not resolved in this conference, the faculty member may request a hearing before the Executive Committee;
 - 4. any further action shall be in accord with the guidelines of Section K of the *Faculty/Staff Manual* of Colorado State University.
- B. For student grievances the procedures specified in Section I.7 of the *Faculty/Staff Manual* shall be followed in all cases.

SECTION M.VII: TENURE AND PROMOTION

Acting on matters of tenure and promotion is one of the faculty's most important professional responsibilities. New faculty should be advised that the faculty committee, composed of all eligible members, must function within the *Faculty/Staff Manual* and all current College and University guidelines. Furthermore, tenure and promotion standards are seen as necessitating both quantitative and qualitative judgments in their application to individual faculty. It is recommended that faculty moving toward application for tenure and promotion or promotion acquaint themselves with the aforementioned documents, examine their yearly reviews, and confer with both the Chair and tenured faculty for guidance.

The process involved in tenure and promotion, after application has been made and supported, is as follows: the Promotion and Tenure Committee considers and recommends; the Chair of the Department of Music, Theatre and Dance reviews the faculty recommendation and makes a recommendation to the Dean of the College; and the Dean, in turn, makes a recommendation to the Provost of the University, who makes a recommendation to the President, who makes a recommendation to the Governing Board who makes the final decision.

The following guidelines are based on the assumption that tenure and promotion to the rank of Associate Professor are linked, and the *Faculty/Staff Manual's* requirement that promotion to full professor is recommended by a committee composed of the full professors in Music in the Department of Music, Theatre and Dance.

- A: The Tenure and Promotion Committee's Review of Annual Faculty Activity Reports
 - 1. The Promotion and Tenure Committee shall annually review the Faculty Activity Reports for tenure-track faculty who have not yet come up for tenure.
 - 2. The Committee shall forward a summary of comments made in discussion (without attribution), review progress on the basis of categories from the report and other materials such as a hire letter and statements of job expectations from the Chair of the Department of Music, Theatre and Dance, and give a record of the vote taken on "progress being made" to the Chair. These comments should be forwarded to the faculty member along with the Chair's confidential evaluation.
 - 3. The Chair's annual review shall also discuss the faculty member's teaching, service, and research/creative activity; articulate goals; and set evaluative criteria. It is expected that any changes in assignments or percentages of effort for yearly audits be discussed with the Chair in the optional conference provided for in the annual review and forwarded for discussion to the Promotion and Tenure Committee. (Cf. II.C.b.)
 - 4. The Committee's progress reports shall be reviewed annually for probationary faculty and candidates coming up for tenure and promotion.
 - 5. The committee shall require reports from three reviewers of the candidate's teaching: the Chair; the area coordinator (Music) or the Chair's administrative appointee (Music); and an outside faculty member in the candidate's discipline. The candidate shall be visited at least once a year (in the Fall) by each of the reviewers. If deemed necessary, a follow-up visit may be made during the spring semester. The candidate shall meet with the reviewers and also receive copies of the reports made by the reviewers, which are sent to the committee.
 - 6. At the time that probationary faculty are considered for tenure, proper application must be made and there

shall be a meeting of the Promotion and Tenure Committee at which the candidate shall present the application and answer questions on application materials.

B: Tenure and Promotion Procedures

1. The committee for tenure and promotion for the music faculty shall be composed of the eligible music faculty in the Department of Music, Theatre and Dance, as referred to in Section II, C, b.
2. The granting or denial of tenure shall require recommendations by a majority vote of the eligible faculty, who shall be convened by the Chair at the appropriate time. (See Appendix A for annual schedule.)
3. After these recommendations are received from the tenured faculty, the Chair of the Department of Music, Theatre and Dance, College Dean, or the University Provost shall reverse a ~~positive~~ recommendation only for compelling reasons which shall be stated in writing to the faculty member and the recommending body.

C: Guidelines for the Evaluation of Candidates for Promotion and Tenure

1. Research/Creative Activity: This may include any of a wide variety of activities depending upon the field of specialization and teaching assignment of the faculty member. Quality and quantity of an applicant's work, impact on the professional field, and a record of sustained activities over the period of evaluation are all equally important in evaluating an applicant's performance in research and creative activities. It is expected that faculty members shall pursue original research/creative activities appropriate to their field of specialization and shall achieve significant recognition among their peers. It is understood that a faculty member in any particular area is not limited to research activities listed in that area. It is recognized that the department's faculty members participate in a wide variety of research/creative activities: they perform, write, edit, compose, publish, consult, and record, to name a few. Such breadth of activity is strongly encouraged. However, the focus of each faculty member's efforts should be directed toward those activities that are in the area of their primary teaching responsibility and expertise. Evidence to be considered in the evaluation of research/creative activities shall be examined according to the record of continuing and cumulative productivity. Such evidence may include (in no hierarchic order):
 - a. for the teacher of performance:
 - significant public performance evaluated on the quality and nature of the venue, location, nature of the audience, quality of performance, and critical reviews. Such public performance might include recitals and concerts as a soloist or in chamber ensembles, membership or guest performances in large professional ensembles;
 - presentations at workshops, seminars, conferences, and contributions to professional journals;
 - critical reviews;
 - grants, awards, fellowships.
 - b. for the conductor:
 - guest engagements, clinics, workshops, festivals;
 - presentation of performances or papers for professional societies;
 - scholarly publications such as articles, editions, and arrangements;
 - critical reviews;
 - grants, awards, fellowships.
 - c. for the teacher of music theory, musicology, and/or composition:
 - commissions, performances, or publication of compositions or arrangements;
 - publication of books; peer-reviewed research articles, reviews, chapters of books, or monographs; recordings
 - presenting papers, speaking or participating on panels in meetings of professional societies;
 - critical reviews;
 - grants, awards, fellowships.
 - d. for the teacher of music education, and music therapy:
 - publication as the author, co-author, editor, or translator of books, chapters in books, peer-reviewed articles, reviews, monographs, and scholarly editions;
 - presenting papers, speaking, or participating on panels in meetings of professional associations;
 - appearances as a guest lecturer or seminar leader on other campuses or pre-college schools;
 - critical reviews;
 - grants, awards, fellowships
 - e. for the artistic director:
 - guest engagements, clinics, workshops, festivals;
 - presentation of performances or papers for professional societies;
 - scholarly publications such as articles, editions, and arrangements;

- critical reviews;
 - grants, awards, fellowships.
2. It is understood that all considerations for tenure and promotion involve evidence of teaching effectiveness and take into consideration special achievements in this area. Evaluations are based on such evidence as peer visitations, yearly student evaluations, outside teaching invitations, workshops, teaching portfolios and self-evaluations, student achievements, and other valid information. Annual visitations are mandatory for untenured faculty and, at minimum, triennial visitations are required for tenured faculty. (For further information on Teaching, see Appendix II.) Evidence to be considered in the evaluation of teaching activities shall be examined according to the record of continuing and cumulative productivity. Such evidence may include (in no hierarchic order):

Advising.

An important part of the faculty's teaching responsibility is advising. All faculty members are expected to track student progress and make themselves available for consultation on a regular basis, as well as for special circumstances. Advising is a part of both annual audits and a faculty member's dossier.

Recruiting.

Successful recruiting as evidenced by the quality and quantity of students entering and being retained in the applicant's area of work is an important consideration for the evaluation of teacher effectiveness.

3. Yearly evaluations/audits showing university, community, regional and national professional service shall be considered as well as special evidence of unusual achievements in this area. Evidence to be considered in the evaluation of service activities shall be examined according to the record of continuing and cumulative productivity.

D. Criteria for Promotion:

- a. Promotion to full professor:
- i. possess earned doctorate or accepted terminal degree or equivalent established professional record and reputation;
 - ii. evidence of effective teaching and national and international peer recognition of special contributions and achievements in teaching;
 - iii. evidence of effective service and national peer recognition of special contributions and achievements in service;
 - iv. recognized research or artistic contributions to the profession on national and international levels of recognition, with major achievements in quality and impact of projects beyond the level of promotion to associate professor;
- b. Promotion to Associate Professor:
- i. possess earned doctorate or accepted terminal degree or equivalent established professional record and reputation;
 - ii. evidence of effective teaching and national recognition of special contributions and achievements in teaching;
 - iii. evidence of effective service and recognition of special contributions and achievements in service;
 - iv. recognized research or artistic contributions to the profession on national level of recognition and impact on the professional field;

E. Guidelines for External Evaluation of Research/Creative Activities

The quality of research/creative activity outside the classroom is best judged by those experts in the field who are familiar with the mission and goals of the program, and the faculty member's assigned responsibilities. Expert opinion shall be solicited from outside the department. The following considerations and procedures apply to such outside reviews used as evidence of quality.

1. The Chair of the Department of Music, Theatre and Dance shall supply the candidate, the Promotion and Tenure Committee, and the outside evaluators with a clear statement of the candidate's responsibilities during the period in question.
2. Outside evaluators shall be apprised of the mission, goals, and nature of the program as well as the evaluation criteria of the department. It shall be stressed that artistic creation and scholarly research are seen as equivalent modes of intellectual activity at this university, depending on work area.
3. The Tenure and Promotion Committee shall select a minimum of five independent peer reviewers from the

applicant's professional field. The reviewers shall have no conflict of interest with the applicant. College guidelines and form letters shall be used to solicit evaluations by the chair. Materials must be sent out by August 15 with a deadline for reviewers of October 15, at which time all materials must be in the candidate's dossier.

4. The candidate shall assemble the materials for outside review and submit them with the appropriate number of copies to the department's Chair by July 15. These materials should include a current resume and thorough documentation of the candidate's record of creative activity during the period in question, including recordings, books, scores, lists of performances, designs, photographs, and videos. The materials are to be organized following standard guidelines and format of the College Manual of Policies and Procedures
5. All members of the Tenure and Promotion committee shall have access to review these materials prepared by the candidate prior to the outside evaluations.

SECTION M.VIII: PROCEDURES RELATING TO REVIEW ARTICLE II OF THE CODE

- A. Revisions of the Code. An amendment to the Departmental Code may be proposed by any faculty member by giving written notice to the Executive Committee. Such amendments will then be circulated among members of the Department prior to the meeting in which it will be voted upon. Amendment materials must be available to all faculty members at least seven workdays prior to the faculty meeting, not including the day of the meeting. Voting on amendments shall be by secret ballot and must be passed by a two-thirds majority of the eligible faculty. Subsequently, the approval of the Dean shall make such amendments part of the Code.
- B. Periodic review of the code. As part of the periodic self-study, the chair shall initiate a review of the Departmental Code. After seven working days notice by the Chair, the eligible faculty (as defined by the *Faculty/Staff Manual*) shall meet to review the Code. Voting on changes shall be by secret ballot and passed by a two-thirds majority vote of the eligible faculty. The approval of the Dean and Provost shall make such changes a part of the Code.

DIVISION OF THEATRE & DANCE
A SUPPLEMENT TO
DEPARTMENT CODE OF THE
DEPARTMENT OF MUSIC, THEATRE, AND DANCE (MTD)

(January 14, 2010)

The Division of Theatre and Dance is currently housed within the Department of Music, Theatre, and Dance (MTD). The Theatre Program has a Theatre Major and minors in Performance and Design & Technical Theatre. The Dance Program has a Dance Major. For purposes of this document, "Division" refers to the Division of Theatre and Dance, "Division Co-Directors" refers to both Program Directors, "Program Director" refers to either the Director of Theatre or the Director of Dance. "Department" refers to the Department of Music, Theatre, and Dance. "Department Chair" refers to the Chair of MTD. Although within the Department of Music, Theatre, and Dance, the Division is, for all intents and purposes, an autonomous unit, reporting directly to the Dean of the College of Liberal Arts (CLA) for resources, FTE requests, and adjunct funds, specific to its designated areas, sharing the University Center for the Arts (UCA) administrative resources—staff and common supplies—and housed in the UCA. Until the Division becomes a discrete Department, new faculty hires will be approved by the Department Chair before being forwarded to the Dean of CLA. "Eligible Voting Members" refers to all members of tenured, tenure-track faculty, and teaching staff adjuncts, except for matters of Promotion & Tenure, which are restricted to tenured and tenure-track faculty as determined by the *Colorado State University Academic Faculty and Administrative Professional Staff Manual*.

SECTION TD.I. The mission of the Division of Theatre & Dance is threefold:

- A. The mission of the Dance Program is to advance the knowledge in dance at the highest level of excellence and achievement through scholarly and artistic engagement in discovery, dissemination, teaching, and preservation, to develop and maintain programs of excellence by providing quality instruction, advising, and mentoring, to educate and train future professionals in dance who excel in responsible, artistic, and inspirational leadership, to support artistic and scholarly competency and productivity of faculty and build an environment commensurate with the professional and academic goals of the university and to serve the broader aims of the university and community by contributing to the cultural environment of both through performances and events presenting the art and scholarship of dance.
- B. The mission of the Theatre Program is to advance knowledge and practice in the arts of theatre to standards of recognized excellence; to offer a high-quality undergraduate program that will prepare students for advanced study in graduate school or in related professional fields within the community, within education, within the entertainment and media industries; to serve as a source for the enhancement and expansion of theatrical artistry and expertise, preserving and perpetuating theatrical traditions; to stage and examine classic plays, contemporary plays and new plays from emerging writers, as works of art, and as works that reflect and question, as well as affirm our common humanity, our culture and our society in all its global diversity and complexity.
- C. Mission elements common to both programs of study in the Division are: to foster and encourage significant research, scholarship, and creativity which add to the knowledge, literature, and cumulative cultural experience within and beyond our academic discipline, to serve the University, the State, and the Discipline, to contribute to the cultural and intellectual life through curricular and co-curricular programs, to stimulate interdisciplinary and interdepartmental programs of both a curricular and co-curricular nature; and, to encourage responsible faculty and student involvement in university programs and events.

SECTION TD.II. The goals and objectives of the Division shall be implemented as follows:

- A. Building and maintaining a workforce of accomplished faculty and staff and recruiting the finest students from high schools and community colleges in the state and nationwide.
- B. Encouraging professional and creative growth in all faculty, staff, and students.
- C. Maintaining concern for continuing professional development in curriculum, course content, and teaching methodology within our discipline.
- D. Promoting and encouraging worthwhile activity in creative, historical, descriptive, and experimental research, with publication and dissemination as appropriate.
- E. Promoting the Division to professional companies, associations, societies, and organizations.
- F. Attracting new faculty and staff who are of the highest profile in the profession and who offer unique and compelling points of view in the professional theatre and dance and in training methodology.
- G. Supplementing and enhancing existing academic areas.
- H. Developing new academic areas within our disciplines when appropriate.
- I. Giving due recognition for services performed on behalf of the University, the State, the Division and the discipline.
- J. Attracting and retaining qualified and exceptional students through to graduation.
- K. Providing necessary and modern resources, facilities, equipment, and supplies for effective teaching, study, and research.

- L. Creating an atmosphere conducive to: harmonious relationships between faculty, staff, and students for the maximum effectiveness of teaching and learning; and for superior scholarly, creative, and artistic outcomes.
 - (1) Upholding principles of academic freedom at all times.
 - (2) Utilizing democratic procedures in the conduct of departmental business and by encouraging faculty self-government where appropriate.
 - (3) Encouraging communication and transparency through formal and informal channels.

SECTION TD.III. Structure and Administration of the Division of Theatre and Dance.

- A. The Division shall be administered by its Division Co-Directors (the two Program Directors) representing the two discrete programs within the Division: Theatre and Dance.
- B. The duties of the Division Co-Directors, similar to those of Department Chairs, shall include all of those specified by the Dean of the College of Liberal Arts (CLA).
- C. The Division Co-Directors will share with other faculty in the Division the authority to execute divisional responsibilities.
- D. The Division Co-Directors will consult with individual faculty, MTD departmental committees, and/or the entire staff on those matters that affect the welfare of the Division and will share with the faculty and staff before implementation of the strategies and initiatives that may be promoted.
- E. The Division Co-Directors will keep the faculty informed of the ongoing state of the budget, calendar and production deadlines, scheduling, course load distributions, and all related matters of professional interest and concern.
- F. The Division Co-Directors will develop an instructional schedule for each eligible faculty member, in consultation with that member, which not only assures maximum convenience and productivity in the member's execution of teaching, research, and service responsibilities but also takes into account the needs of students and any scheduling requirements of the University.
- G. The Division Co-Directors, after reviewing confidential faculty annual activity reports, will provide copies of their reviews to the Department Chair along with recommendations for approval in the ranking evaluation and merit award process.
- H. For the recruitment of new divisional faculty or staff, the Division Co-Directors in consultation with the Department Chair, shall appoint a Search Committee comprised of three divisional faculty or teaching staff to review candidates for new and vacated faculty or staff positions in accordance with extant procedures of the University. The Chair of those search committees shall be a tenured or tenure-track faculty from the appropriate area of the division.
- I. The Division Co-Directors shall call a meeting of all divisional faculty and staff at least once each term of the academic year, and provide written notice and an agenda in advance.
- J. The Division Co-Directors shall call regular meetings of the faculty and staff in their discrete programs, solicit agenda items from the attendees and provide written notice and an agenda in advance.
- K. Scholarships and awards shall be made by the Division Co-Directors upon recommendations by the faculty and teaching staff of each Program.
- L. Production assignments and production calendars shall be determined by the faculty and teaching technical staff in consultation with the Division Co-Directors.

SECTION TD.IV. The Division's Tenure & Promotion (T&P) Committee shall consist of all members of the tenured divisional faculty who are at or above the rank of the person being considered. Until such time as the Division attains Department status, the Division T&P Committee shall also include three faculty members at or above the rank of the faculty member being

reviewed, outside of the theatre and dance faculty. Theatre and dance faculty may designate two or three faculty members from Music, Art, or any faculty member, regardless of department affiliation, whose research and creative work is related or parallel to the faculty member being considered. Participation of faculty from outside of the Division is voluntary.

- A. If the consideration is tenure, the Committee shall consist of all tenured members of the faculty with the rank of Associate or Full Professor, provided the person being considered for tenure is an Assistant Professor. If the consideration is promotion to Associate Professor, the Committee shall consist of all tenured Associate and Full professors. If the consideration is promotion to Full Professor or tenure of a person holding the rank of Full Professor, the Committee shall consist of all tenured Full Professors. The Chair of the Divisional Tenure & Promotion Committee shall be one of the Division Co-Directors, who will report the recommendation of the Committee to the Department Chair.
- B. The committee shall evaluate faculty members for tenure and promotion at the end of appropriate probationary periods and make recommendations accordingly consistent with sections VIII. A., B., C., and D. of this code; shall make yearly recommendations identifying satisfactory or unsatisfactory progress of all non-tenured, tenure-track faculty toward tenure; shall make recommendations in conference with the chair for renewal or denial of reappointment of tenure-track faculty consistent with section VIII. E. of this code; shall conduct a Comprehensive Review and Third-Year Reappointment of Tenure-Track Faculty at the midpoint of the probationary period as identified in the *Academic Faculty and Administrative Professional Staff Manual*, Section E.14.2. and section VIII. G. 1. of this code; and shall provide comment for Post-Tenure Review consistent with the *Academic Faculty and Administrative Professional Staff Manual*.

SECTION TD.V. Faculty Effort Distribution

- A. All faculty members shall assume responsibility for fulfilling their duties in areas of teaching, research, and service consistent with the mission of the university. In addition, each faculty member shares the obligation of implementing and advancing divisional and departmental goals and objectives.
- B. Effort distributions may vary among individual faculty members in ways that reflect their distinctive contributions to the institutional mission.
- C. Typically, tenured and tenure-track faculty, will have a distribution of 50% effort in teaching is associated with an academic year assignment plus advising and other activities (for instance, but not limited to independent studies, production and practicum supervision, production attendance, production meetings, capstone reviews, annual portfolio, progress reviews, etc.). (See also *Academic Faculty and Administrative Professional Staff Manual*.)
- D. Typically, tenured and tenure-track faculty will also have a distribution of 35% effort expectation in research and scholarly/creative activity. A 35% effort distribution for research implies an expectation of sustained scholarly/creative activity and productivity (see definitions and expectations in Sections VIII and IX of this document).
- E. Typically, tenured and tenure-track faculty will also have a distribution of 15% effort in service and outreach, best reflected in a balanced contribution of committees and activities within the discipline, the institution, the Division and Department, and the community.
- F. Proposed changes in percentage expectations must be proposed to and agreed by each member of the division faculty in writing.

SECTION TD.VI. All faculty and staff members shall assume responsibility for conducting themselves in a professional and collegial manner at all times.

SECTION TD.VII. Tenure-Track Candidate Review and Faculty Selection Procedure.

- A. The Division Co-Directors, in consultation with the Department Chair, shall appoint a Search Committee as detailed in III. H. in this document for new and vacated faculty positions.

- B. The Committee, in consultation with the eligible faculty, shall prepare and distribute a position announcement and solicit applications in accordance with extant procedures of the University.
- C. The Committee shall review candidates in accordance with extant procedures of the University. All tenured and tenure-track faculty members, as permissible by legal ruling, are eligible to review files and participate in decisions to select semi-finalists and finalists for the position.
- D. The Committee shall recommend to the tenured and tenure-track faculty of the Division, the Division Co-Directors, and to the Department Chair, who shall operate as a committee of the whole, a slate of semi-finalists or finalists for the position, as seems appropriate given the pool, time deadlines, the nature of the position, and other considerations. All tenured and tenure-track faculty may participate or observe interviews.
- E. The committee of the whole shall determine their choice for new tenure-track faculty and the Division Co-Directors and Department Chair shall make that recommendation to the Colorado State University Board of Governors, with whom power for all personnel decisions rests.

SECTION TD.VIII. Performance Expectations for Tenure, Promotion, and Merit Salary Increase

A. Teaching and Advising

- (1) To achieve tenure in the Department, a faculty member must be a successful teacher and adviser
 - (a) Successful teaching involves a command of the material, skilled presentation and classroom management, and the ability to educate appropriately at all levels of the university (100-400 level classes). Teaching skills include, but are not limited to, logical organization of material, clear explanations, interesting and relevant examples, a lively and engaging delivery style, the ability to guide discussion to cover the material and accomplish learning objectives, answering questions clearly, integrating student comments into the point under discussion, encouraging student involvement in learning, being supportive of student efforts, and providing clear feedback on their performance and an unbiased evaluation of their work.
 - (b) Successful advising is also integral to the Division's education of its students. It involves thorough knowledge of policies, procedures, and requirements; attention to detail; being available for students by appointment and during office hours as well as on occasion when they drop by; listening; providing guidance regarding courses, programs of study, and careers; encouraging them to make their own decisions, and leading them to accept responsibility.

B. Research and Creative Activity

- (1) Faculty within the Division of Theatre and Dance are expected to conduct significant research within their area of creative work. Additionally, it is expected that faculty will continue participation in state, regional, and national organizations and attend such meetings and conferences. Awards and distinctions from these organizations will be counted as major achievements similar to publication.
 - (a) **PROFESSIONAL CREATIVE WORK** (acting, directing, choreography, design, performance): The nature of that work shall be consistent with the level of work by other professionals in that field occurring at highly-visible venues or with highly-visible collaborators in the local, regional, national, or international arena. Creative work produced at CSU will count as research / creative activity if it is (1) original choreography, (2) significant restaging of contemporary and classical repertoire, (3) a world premiere production of a new play or translation or adaptation, or (4), a premiere of a significant rewrite of a new play or translation by its original author or translator.
 - (b) **SCHOLARLY RESEARCH**: The faculty shall demonstrate a sustained effort that results in consistent publications in various stages of development at any one time. Such research appears in established international, national, and regional journals and/or published by recognized publishing houses in the field, or other recognized, refereed outlets. This research may be supported by external funding, enhancing the reputation of the researcher as well as the Division, Department, and the University. The successful researcher must be capable of conducting self-directed research, demonstrate independent thought, intellectual growth and refinement, and make well-developed, articulate, and in-depth contributions as an individual author or collaborator.

- (c) RESEARCH PRACTITIONER: A faculty member's "practice-led research" will be a blend of (a) and (b). (See also Section IX. B. of this document.) Particular emphasis is placed on how the research conclusions are disseminated and in what forum.

C. Service

- (1) Successful service enhances the Division, Department, College, University, community, and our associations as well as the reputation of the individual and the Division and Department in the College, the University, the community and the discipline. Successful service leads to the development of a network of contacts who can be called upon for assistance in such tasks as graduate committee membership and paper reviewing. Such service should be distributed so that contributions are made in all areas.

D. Merit Salary Increase (Salary Exercise). In years when there is a salary exercise, merit salary increases will be considered using each faculty's annual assessment as per the *Colorado State University Academic Faculty and Administrative Professional Staff Manual* at:

<http://www.facultycouncil.colostate.edu/files/manual/table.html>

SECTION TD.IX. Guidelines for Tenure and Promotion

A. General Policy.

- (1) The *Colorado State University Academic Faculty and Administrative Professional Manual*, section C. 2.5., requires that "the evaluation of faculty shall be based on qualitative and quantitative assessments of the faculty member's fulfillment of responsibilities to the university during the period of the evaluation" in each of the areas of professional responsibility. As stipulated in the *Academic Faculty and Administrative Professional Staff Manual*, section C. 2.5., "assessment of the quality of faculty performance requires careful and critical review, necessarily involving judgments, and should never be reduced to purely quantitative measures." The Manual also requires that "the criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area" and that "reviews of performance must be based upon the faculty member's effort distribution in each of the areas of responsibility" (sections E. 12.2., E. 14.; and see section E. 9.).
- (2) All faculty members being recommended for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration. Recommendation for tenure shall require clear evidence of effectiveness and promise of continuing growth in teaching and advising, contributions in scholarship/creative activity, and involvement and effectiveness in institutional and professional public service when there has been opportunity to serve. Tenure shall not be granted without a concurrent promotion to Associate Professor.
- (3) Recommendation for promotion to Full Professor, in addition to the criteria for the rank of Associate Professor, requires demonstration that the faculty member has matured in teaching, scholarship, or artistry and has achieved recognition among leaders in the profession following promotion to associate professor. This is normally demonstrated by sustained focus in the field. The Division T&P Committee (see IV. In this document) will pay particular attention to the significance and quality of the candidates' teaching and research or artistry since appointment to the candidate's present rank.

B. Standards for Tenure/Promotion Recommendations.

- (1) These standards for tenure and promotion decisions in the Division of Theatre & Dance are based on the current Guidelines for the College of Liberal Arts.
- (2) They are consistent with the policies and procedures of the University, as set forth in the current *Academic Faculty and Administrative Professional Staff Manual*, section E.12.
- (3) Assistant Professors recommended for tenure are recommended for promotion to Associate Professor as well. Promotion may be granted without tenure, but tenure shall not be granted without promotion. Individuals recommended for tenure must be evaluated based upon a comprehensive review of annual evaluations and other evidence (peer and external referee review, reviews of their work in journals, newspapers, public documents, etc.).

- (4) In the case of persons joining the faculty at the ranks of Associate or Full Professor but not given immediate tenure, the future decision about the granting of tenure shall be based on the guidelines for promotion to the rank occupied by those persons at the time of their recommendation for tenure, as well as on the additional considerations indicated above. An individual recommended for promotion to the rank of Associate Professor typically will have spent at least five years at the rank of Assistant Professor, and an individual recommended for Promotion to the rank of Full Professor typically will have spent at least five years at the rank of Associate Professor. This does not preclude promotions after shorter periods of time in rank. (Time-in-rank carried over from a previous academic appointment at another comparable university will be assessed and valued at the time of appointment.)
- (5) Because teaching and advising effectiveness are vital to the mission of the Division and Department, they will weigh significantly in evaluations for tenure and for promotion to all ranks, typically constituting a substantial percentage of faculty workload evaluation. All candidates for tenure and promotion shall be assessed for their teaching and advising skills with special concern for command of the subject matter, willingness and availability to assist students, creation of an atmosphere that encourages and facilitates engaged learning and accommodating special circumstances, commitment, openness and fairness. Evidence includes, but is not limited to, numerical tabulations of the standard university evaluation forms and the written comment provided on the departmental evaluations. Other evidence may include (but is not be limited to) peer evaluations based on in-classroom observation of teaching, department- or division-specific evaluation tools, submission of syllabi and other course materials prepared by the faculty member, videotapes of classes in progress, introduction of new courses or innovative teaching techniques into existing courses, attendance at teaching workshops, student demand for courses taught by the faculty person, and accomplishments of students when these are related to instruction by the faculty member. Evidence of advising effectiveness includes student responses on the advising assessment form, student letters, or other documentation. Receipt of teaching or advising awards, unsolicited or solicited comments by alumni(ae) who have taken the faculty member's course(s), and reports from colleagues who have attended lectures or the readings of papers by that faculty member.
- (6) As befits a major research institution, scholarly and creative production is a central responsibility of the divisional faculty. This includes, but is not limited to, the production of original works that lead to dissemination in a way that will make the results of the activity accessible to scholars, media, and theatre and dance professionals, and/or the general public, and increase the "public perception" of the faculty member in the profession. Research refers to the kind of intellectual activity that normally leads to publication in academic journals or texts or other publication in specialized volumes and/or creative activity refers to the kind of intellectual activity normally engaged in by professional practitioners in the field and may include but not be limited to textbooks, media criticism, plays, productions, artistic pieces, special collections or other exhibits related to the field. Accomplishments in this area will weigh significantly in evaluations for tenure or promotion at all ranks. As work in this area usually constitutes a significant percentage of the faculty member's workload expectation, it will receive detailed and nuanced review. Scholarly and creative work must be judged sufficient for promotion by peers: external referees and P&T Committee members count equally in this assessment. No promotion to Associate or Full Professor can be earned without substantial achievements in this area, as shown, for example, by refereed, juried national publications, scholarly or creative work on digital media, published evidence of significant impact on the faculty person's field (citations, reviews, etc.), comments by one's professional peers both within and outside the University, and other evidence as noted earlier. All research and creative activity which is present in the dossier and relevant to the faculty member's professional interests shall be evaluated as part of her/his record.
- (a) For promotion to Associate Professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions. The expected level of such performance shall include, but is not limited to: numerous refereed articles and/or book chapters or demonstrably comparable research or creative works; original artistic creations, collaborations, or authorships, performed or created, produced, or performed either regionally, nationally, or internationally; adaptations or modernizations of non-dramatic material (e.g., novels, poetry, musical compositions, montages, etc.) or other sources from the classical canon. For faculty pursuing SCHOLARLY RESEARCH, the authored articles and/or book chapters must be completed and published or in press (i.e., accepted for publication without further external review or revision required) and should be supplemented by evidence of other research contributions that include accepted articles and/or book chapters, refereed convention papers, published book reviews, and participation in symposia or scholarly panels. Web-based material may be considered here. Grants, contracts, and fellowships are especially noteworthy, though they do not serve as substitutions for completed work. For faculty pursuing PROFESSIONAL CREATIVE WORK, those works will be

assessed on its own merits as well as with consideration of venue and collaborators with the significance and quality as above. For faculty pursuing RESEARCH AS A PRACTITIONER, the faculty's activity will be judged on the quality first and quantity second, of the creative work on its own merit as well as the significance of the conclusions drawn and, if applicable, how and where those conclusions were presented and made accessible to scholars, media and theatre and dance professionals, and/or to the general public.

- (b) For promotion to Full Professor, there must be evidence of sustained research or creative activity resulting in publications, performances, or exhibitions. The expected level of such scholarly or creative performance is at least five substantial refereed articles and/or book chapters in the rank of Associate Professor or demonstrably comparable research or creative works. Promotion to Full Professor also ordinarily shall require successful completion of a large project with a regional, national, or international significance, such as the publication of an important book or of an additional set of substantial articles, or notable performance(s) or showing(s) of one's creative works. An assessment of the faculty member's collaborators is also normally an expected part of this assessment.
 - (c) Careful consideration shall be given to arguments for unusual quality of publications or breadth of creative works that fall below the above numerical guidelines.
- (7) Participation in the organizations of one's profession and service to the discipline, University, community, state, nation, or world are important obligations of Division faculty. In addition to the number of responsibilities of this type accepted by a faculty member, consideration also will be given to their diversity (e.g., the spread over several of the following: Division, Department, College, University, community, and professional) and to their demands (e.g. fulfilling responsibilities beyond membership), and overall significance. Taken together, service components will also account for a significant percentage of a faculty member's overall evaluation for tenure and promotion. In all cases, criteria for the evaluation of such service should include willingness to serve, responsible fulfillment of duties, efforts to act in the best interests of the university or organization, and quality, significance and impact of the service.
- (a) In the Division's merit evaluation procedures, professional service includes the following: active membership in scholarly and professional organizations; elected offices, committee membership, and special appointments in scholarly and professional organizations; addresses, panel participation, workshops, and related activities for academic or professional groups; editorships, editorial board memberships, editing tasks, manuscript refereeing or review work; attendance at workshops, seminars, or courses; consultation or other forms of professional outreach.
 - (b) Service contributions should also include service to the Department, College, and University as well as service to the community. Such service includes committees, offices held, or special appointments or duties within the Department, College, or University.
 - (c) Service to the community may include outreach activities that are professionally related to, or expressly use, professional skills and/or information. It may also include other forms of service not directly related to professional advancement, such as contributions to civic, political, or religious organizations.

C. Procedures for the Granting of Tenure.

- (1) The Division Co-Directors and the Department Chair shall initiate the process leading to a recommendation to the Department Chair for the granting or denial of tenure. The Division T&P Committee shall review the activities of the faculty member of concern and shall vote by ballot to recommend tenure. If the vote is unanimous to recommend for tenure, the Chair of the Division T&P Committee shall so report and provide a document supporting the nomination to the Department Chair. The requirements are the same if the vote is unanimous to recommend denial of tenure. In the case of a split vote, the recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. As per the standards set forth in *Robert's Rules of Order*, it will be announced at all T&P meetings that an Abstention is neither a vote "for" nor "against" but will be counted the same as if the faculty member was not present for the vote. All faculty are encouraged to vote on all T&P matters for which they are eligible.
- (2) If they cannot be present to vote on the files in person, eligible faculty may still vote on all files in review by prior confidential memo or confidential e-mail ballot sent to the Program Director. In this confidential memo or e-mail, the faculty may:

- (a) cast their vote
- (b) assign their proxy vote to any designated permanent faculty who will cast a vote on their behalf; or,
- (c) direct the Program Director to cast their vote "with the majority."

Note: If the faculty member wishes to assign a proxy, they may not contact the proxy faculty. They must make the designation to the Program Director.

- (3) The Department Chair shall consider the recommendation of the Division T&P Committee and then provide additional documentation as required to complete the entire dossier. Faculty will be evaluated on a comprehensive evaluation of all workload factors.
- (4) Divisional procedures are the same as the Departmental procedures set out in the *Academic Faculty and Administrative Professional Staff Manual*, sections E. 10, 11, and 12.

D. Procedures for Promotion in Rank.

- (1) The Division Co-Directors and the Department Chair shall initiate the process leading to a recommendation for granting or denial of promotion in rank. The Division T&P Committee shall nominate a faculty member for promotion in the same manner as specified for tenure consideration, above. The tenured faculty of higher rank than the faculty member under consideration shall vote by ballot to recommend promotion. The Committee shall consist of faculty as detailed in Section IV. of this document.
- (2) Division and Department procedures include those set out in the *Academic Faculty and Administrative Professional Staff Manual*, section E. 13.

E. Procedures for Reappointment of Non-Tenured Faculty

- (1) Non-tenured, academic faculty who are beyond the second year of appointment and who are on regular appointment shall be reviewed annually, per section C. 2.5. of the *Academic Faculty and Administrative Professional Staff Manual*.
- (2) Based upon the results of the annual evaluation, the Division Co-Directors, on the advice from the Division T&P Committee, shall recommend reappointment or termination to the Department Chair and Dean. The comprehensive review at the midpoint of the probationary period may also serve as input for the reappointment process in that year. Procedures for the comprehensive review are specified in this code.
- (3) Faculty eligible for reappointment shall be notified in writing whether or not they will be recommended for reappointment for the following year.
- (4) Reappointment is subject to the final approval of the Colorado State University Board of Governors.

F. Procedures for Annual Performance Review.

- (1) Each faculty and staff member shall provide the Division Co-Directors with a written audit of annual activities using the form(s) provided. In addition, each faculty member shall provide the Division Co-Directors with evidence of teaching and advising performance. At a minimum, this shall include student evaluation summary forms, and a selection of student written comments, as well as a syllabus for each class taught during the audit period. Other evidence may be submitted. Each faculty member also shall provide the Division Co-Directors with evidence of scholarly performance and service activities.
- (2) The Division Co-Directors shall review each audit with consideration for workload distribution and recommend an evaluation of performance to the Dean. The evaluation will set the activities of the recent year in the context of the previous five years to acknowledge long-term projects and goals. Division faculty and staff will review the Division Co-Directors. The Division Co-Directors will review the Department Chair of Music, Theatre, and Dance.
- (3) The Department Chair shall provide the appropriate paperwork to send the division faculty evaluations on to the next step in the process.

- (4) Each faculty member shall be given a copy of their annual evaluations in writing.

G. Procedures for Comprehensive Performance Reviews.

- (1) Comprehensive performance reviews of tenure-track faculty shall be conducted at the midpoint of the probationary period at Colorado State University. These reviews are done in accordance with the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14. 1.
 - (a) The Division Co-Directors shall initiate the process by accessing copies of past evaluations and progress toward tenure reports and by soliciting a current vitae and a statement of goals and objectives in areas of teaching/advising, research, and service from the faculty member in their program to be reviewed and make it available for review.
 - (b) The Divisional Tenure & Promotion Committee shall meet and review the documents. The committee may request other information as necessary from either the faculty member, the Division Co-Directors, or the Department Chair.
 - (c) The chair of the Divisional Tenure & Promotion Committee shall prepare a written report summarizing the discussion of the majority vote. Before submission, the report will be confidentially distributed to the members of the committee who will respond to the chair any changes or errors in the report. The approved report shall be forwarded to the Department Chair. The minority will elect a representative among them to report similarly the minority view which will be submitted to the P&T chair who will forward a signed copy to the Division Co-Directors and the Department Chair. Copies of these reports as well as the Division Co-Directors, and the Department Chair's recommendation shall be provided to the faculty member, Dean, and Provost. This report (along with any written comments) is the review.
- (2) Phase I Comprehensive Post-Tenure Performance Reviews shall be conducted for all tenured faculty at intervals of five years following the acquisition of tenure or if there are two unsatisfactory annual reviews within a five-year review period. These reviews shall be done in accordance with the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14.3.
- (3) A Phase II Comprehensive Performance Review shall be initiated when the Program Director determines that a tenured faculty member's performance was unsatisfactory in the Phase I Review.
 - (a) The Tenure & Promotion Committee with the same or higher rank shall serve as the peer review committee for the Phase II Comprehensive Performance Review.
 - (b) Members of the Committee have the responsibility to evaluate Phase II Comprehensive Performance in a fair and professional manner. In such instances where there is a question regarding perceived conflicts of interest or impartiality involving any member of the committee, the matter should be identified by the Division Co-Directors and discussed for a resolution. In such instances where a consensus cannot be reached to resolve the conflict or the conflict cannot be managed through discussion, members of the committee other than the challenged committee member shall judge the challenged member's impartiality and shall decide by majority vote whether the challenged member may continue to sit on the review committee.
 - (c) The criteria for review shall be the Division's evaluation criteria consistent with those identified in section VIII and IX of this code.
 - (d) The subject faculty member may submit materials in support of her or his case. In addition, the review committee shall obtain any other materials that it deems appropriate for a full and fair consideration of the case.
 - (e) The review committee shall make a determination of which of the outcomes stated in the *Academic Faculty and Administrative Professional Staff Manual*, section E. 14.2.2, applies. For each outcome, the review committee shall provide the subject faculty member with a written summary of the review, and the faculty member may submit a written response within 30 days. Both the review and the response shall be forwarded to the Division Co-Directors, and the Department Chair for further action as required.

H. Faculty Grievance Procedure.

- (1) All faculty members shall have the right to protest to the Division Co-Directors or Department Chair any matter of concern. Both the faculty member and the Co-Directors or Department Chair shall make every attempt to resolve the difficulty.
 - (2) If the matter is not resolved, then the faculty member or the Department Chair may resort to channels beyond the Division and Department for resolution. Grievances against administrative decisions are specified in the *Academic Faculty and Administrative Professional Staff Manual*, section K.
- I. Appeals of Academic and Disciplinary Decisions. The Division follows the procedures in the *Academic Faculty and Administrative Professional Staff Manual*, section I.7.
 - J. Academic Dishonesty. The Division follows the procedures in the *Academic Faculty and Administrative Professional Staff Manual*, section I.7.

SECTION TD.X. Self-evaluations of divisional operations and the review of this code shall be conducted in accordance with the *Academic Faculty and Administrative Professional Manual*, section C.2.4.2.2.d.

SECTION TD.XI. Amendment to the Code.

- A. Any eligible member of the Division may offer an amendment to this Code.
- B. The proposed amendment shall be presented to the Division Co-Directors in writing at least one week before the divisional meeting at which its adoption is to be moved.
- C. The Division Co-Directors shall then have the amendment reproduced, along with the text of that portion of the Code to be amended, and these shall be distributed to all department members eligible to vote on the amendment at least one week prior to the meeting.
- D. Voting shall be by written, secret ballot, and a two-thirds vote of all eligible faculty members shall be required to carry the motion.
- E. As provided in the *Academic Faculty and Administrative Professional Staff Manual*, section C.2.4.2.1.k., the Division Co-Directors will review the Division Code no less frequently than every five years.