

Department of Theatre and Dance Tenure and Promotion Policy

Revised: May 1995, October 1995, March 1996, July 1998, Sept. 1998,
Oct. 1998, March 1999, August 2001, January 2003, March 2003

I. INTRODUCTORY REMARKS.

These Departmental policies and procedures are developed in accord with the stated policies of the University (see the Faculty Manual) and are intended to set forth in greater detail, Departmental practices. The criteria for attaining stated rank are specified, as are the criteria for tenure at each rank. Moreover, the process by which the faculty member is reviewed is described, and the burdens and responsibilities of the Unit Tenure and Promotion Committee, the Committee Chair, and the candidate are characterized.

Since certain of the general University policies relating to tenure are of particular interest, the Department urges its faculty to become familiar with the University regulations as set forth in the Faculty Manual and with the current edition of "A Guide to USC - Columbia Tenure and Promotion Procedures."

Any faculty member is welcome to communicate with members of the Unit Tenure and Promotion Committee at any time and is encouraged to do so. Faculty may also write letters of support or commentary regarding a candidate at any level of the Tenure and Promotion process. Such letters will join the file at that level and will be confidential.

Candidates hired into the tenure track after January 1, 1995 will be responsible within their probationary period for meeting tenure and promotion criteria and University standards in effect at their hiring.

In order to protect candidates, outside reviewers, and all parties to the Tenure and Promotion process, all business of the Unit Tenure and Promotion Committee is held strictly confidential. Meetings of the Unit Committee are only open to its members.

II. ELIGIBILITY FOR TENURE AND PROMOTION.

Each year all non-tenured tenure-track faculty may be considered for tenure, and all tenure-track faculty below the rank of Professor may be considered for promotion. Each spring the Unit Tenure and Promotion Committee, through its Chair, will write to each eligible faculty member asking whether that individual wishes to be considered for tenure or promotion. The Unit Tenure and Promotion Committee will consider and vote on all eligible faculty members except those who, in writing, waive consideration for that year. The Unit Tenure and Promotion Committee must consider for tenure each eligible faculty member in the penultimate year of a probationary appointment.

III. MEMBERSHIP: TENURE AND PROMOTION COMMITTEE.

A. Eligibility.

1. All tenured faculty members may serve on the Unit Tenure and Promotion Committee. Temporary, part-time, emeritus or adjunct faculty are not eligible.
2. The Department Chair is an ex officio member and not eligible to vote
3. Only members of the Unit Tenure and Promotion Committee are eligible to vote on an application for tenure or promotion. Members of equal or higher rank may vote on a candidate for tenure but only members of higher rank may vote on promotion.
4. In the event that the Unit Committee is asked to consider promotion of a faculty member who is of equal or higher rank than any of the members of the Tenure and Promotion Committee, all tenured faculty in the unit of higher rank than the candidate will constitute the unit's review committee for the evaluation of that candidate. In the event that five tenured faculty members of higher rank do not exist within the Department, the Dean will be asked to appoint the remaining member(s) from outside the Department from a list of candidates provided by the Unit Committee.
5. In the event that the Committee is asked to consider tenure of a faculty member who is of higher rank than any of the members of the Tenure and Promotion Committee, all tenured faculty members in the unit of equal or higher rank will constitute the unit's review committee for that candidate. In the event that five tenured faculty members of equal or higher rank do not exist within the Department, the Dean will be asked to appoint the remaining member(s) from outside the Department from a list of candidates provided by the Unit Committee.
6. If the total number of eligible faculty in the Department is fewer than five, the Dean of the College will be asked to appoint the remaining member(s) from outside the Department from a list of candidates provided by the Unit Committee. This committee, hereafter referred to as the Substitute Committee, shall be established unique to each candidate. The chair of the Substitute Committee will be a member of the unit. The candidate may suggest a list of members from outside the unit to the Dean and the candidate may suggest a list of individuals that may serve as a resource in determining who should serve as outside readers.

B. Duties.

1. The Chair of the Unit Committee.
 - a. Handles all official communication for the Committee.
 - b. Chairs all meetings of the Committee.

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- c. Maintains the Committee file of current activities and transfers that file in good order to the incoming Chair.
 - d. Attends all College/University meetings for Chairs of University Committees and reports back to the Unit Committee.
 - e. Assists candidates through the Tenure and/or Promotion process.
 - f. Meets with the Assistant Chair to tabulate all secret ballots.
 - g. Reports recommendations and the votes regarding tenure and promotion to the Department Chair
 - h. Organizes the selection of outside reviewers.
2. Assistant Chair.
 - a. Assists the Chair with all business of the Unit Committee.
 - b. Receives and summarizes the student teaching evaluations of each candidate for the Unit Committee and the candidate's file.
 - c. Prepares ballots for the Unit Committee vote.
 - d. Meets with the Chair to tabulate all secret ballots

IV. REVIEW PROCEDURES.

A. Notification. At the time of initial appointment, the Department Chair will start a folder on each faculty member. The faculty member will be asked to submit for this folder evidence of teaching activity, evidence of research or creative activity, and evidence of professional service each year.

B. Maintenance of Files. It is the responsibility of faculty members to monitor the status of their Tenure and Promotion folder and to keep it current. It is strongly suggested that the faculty members keep a copy of all material in the folder for themselves. The Unit Tenure and Promotion Committee is not responsible for material missing from a faculty member's folder.

C. Unit Calendar. In order to provide sufficient time for the Unit Committee to complete its business prior to the deadlines provided in the annual calendar for Tenure and Promotion provided by the University, the Unit Committee may establish a calendar with deadlines reasonably in advance of those in the University calendar.

V. CRITERIA.

Consideration of tenure and/or promotion is based on the evaluation of three categories of performance: teaching effectiveness, artistic achievement or scholarly research and professional service. As specified, other areas of evaluation may also be considered. A candidate need not be equally strong in all areas of evaluation in order to be recommended for tenure and/or promotion.

A. Associate Professor.

1. Definition. Faculty member who has a continuous record of achievement involving teaching, artistic or scholarly activity, and recognized professional contribution. This definition is operationally clarified below.
2. Criteria for Promotion to the rank of Associate Professor.
 - a. A record of teaching at the University of South Carolina deemed to be effective by the unit Tenure and Promotion Committee.
 - b. A consistent record of artistic and/or scholarly achievement that demonstrates potential for substantial contribution in the field as indicated by publication, reviewed production or the equivalent. There should be evidence that the candidate has established a reputation among peers within the candidate's discipline as a productive artist or scholar.
 - c. A record of professional service on the regional/national level.
 - d. A record of service to the College and/or the University.
 - e. A record of active participation in the work of the Department; and of consistent support for Departmental goals, procedures, and program.
3. Criteria for Tenure at the rank of Associate Professor.
 - a. A record of teaching at the University of South Carolina deemed to be effective by the unit Tenure and Promotion Committee.
 - b. A consistent record of artistic or scholarly achievement that demonstrates potential for substantial contribution in the field as indicated by publication, reviewed production or the equivalent. There should be evidence that the candidate has established a reputation among peers within the candidate's discipline as a productive artist or scholar.
 - c. A record of professional service at the regional/national level.
 - d. A record of service to the College and/or the University.
 - e. A record of active participation in the work of the Department; and of consistent support for Departmental goals, procedures, and program.

B. Professor.

1. Definition: Faculty member who has a continuous record of artistic and/or scholarly achievement that has resulted in a substantial contribution to the field and a national reputation in the area of expertise. This definition is operationally clarified below.

2. Criteria for Promotion to the rank of Professor.

- a. A record of teaching at the University of South Carolina deemed to be effective by the unit Tenure and Promotion Committee.
- b. A consistent record of artistic and/or scholarly achievement that demonstrates a substantial contribution to the field. The record should be supported by publication, reviewed production or the equivalent. There should be evidence that the candidate has established a national reputation among peers within the candidate's discipline as a productive artist or scholar.
- c. A record of professional service at the national level.
- d. A record of service to the College and/or the University.
- e. A record of active participation in the work of the Department; and of consistent support for Departmental goals, procedures, and program.

3. Criteria for Tenure at the rank of Professor.

- a. A record of teaching at the University of South Carolina deemed to be effective by the unit Tenure and Promotion Committee.
- b. A consistent record of artistic and/or scholarly achievement that demonstrates a substantial contribution to the field. The record should be supported by publication, reviewed production or the equivalent. There should be evidence that the candidate has established a national reputation among peers within the candidate's discipline as a productive artist or scholar.
- c. A record of professional service on the national level.
- d. A record of active participation in the work of the Department; and of consistent support for Departmental goals, procedures and programs.
- e. A record of active participation in the work of the Department; and of consistent support for Departmental goals, procedures, and program.

C. Evaluative Terms.

1. Definitions:

a. Artistic Achievement: Artistic achievement functions as the equivalent of scholarly achievement.

i. Artistic achievement is the appropriate primary area to evaluate faculty; such as designers, directors, actors, technicians, playwrights, choreographers, and dancers, whose primary responsibility is in theatre and dance production.

ii. Normally the best evidence of Artistic Achievement is recognition at the national level. Some artistic achievement may be evidenced by work within the Department's production program if this work is documented and evaluated by external referees from peer institutions who witness the artistic event and if the achievement is not considered teaching.

iii. Performance work within the Department may be considered as creative rather than teaching or service if:

1. The faculty member notifies the Department Chairperson in writing that s/he has chosen to classify the project as creative endeavor prior to the start of rehearsals.
2. Once the decision is made, the project cannot be reclassified as teaching or service.
3. The Department Chairperson in concert with the chairperson of the unit tenure and promotion committee select reviewers for artistic endeavor within the Department from a list proposed by the tenured faculty. These reviewers should be tenured faculty from a peer institution of the University of South Carolina and who hold rank equivalent or higher than that of the candidate OR may be a regular member of the artistic staff of a League of Residence Theatres member organization or equivalent professional production company OR be published reviews in regional, national, or international juried publications. Outside reviewers should not be mentors, close collaborators or close personal friends to the candidate. It is expected that the outside reviewers have knowledge of the specific field of the candidate under review.

iv. Further evidence of artistic achievement is work accomplished outside the University in professional circumstances. Professional circumstances are those for which the artist is paid under a regular professional contract. Evidence of regional accomplishment is more impressive than accomplishments within South Carolina. Evidence of national accomplishment is a goal to be pursued by all creative faculty. Appropriate documentation is mandatory to establish such professional experiences: published reviews, photographs, and videotapes are especially welcome. Other evidence is encouraged.

v. While the Department should make every effort to solicit timely adjudication, the theatre/dance artist is urged also to provide such evaluations from qualified, impartial witnesses to the artistic event. These reviewers should be tenured faculty from a peer institution of the University of South Carolina and who hold rank equivalent or higher than that of the candidate OR may be a regular member of the artistic staff of a League of Residence Theatres member organization or equivalent professional production company OR be published reviews in regional, national, or international juried publications. Reviewers should not be mentors, close collaborators or close personal friends to the candidate. It is expected that the outside reviewers have knowledge of the specific field of the candidate under review. Such written evaluations should be addressed to the Department Chair and received as soon as possible after the event.

vi. Artists may be evaluated primarily in the area of artistic achievement while scholars may be evaluated primarily in the area of scholarly achievement

b. Equivalent Degree: Degrees, such as those granted by educational or professional training institutions, which may not use the same letter designations (MFA, PhD) or descriptive titles but which require the same or higher intellectual and/or artistic rigor for completion and which carry unquestionable equal respect and prestige. Professional work in professional theatres is generally not the equivalent of a terminal degree unless it has been extensive in duration and determined to be of superior quality by the unit Tenure and Promotion Committee, unit Chair, and the Dean of the College.

c. Equivalent Faculty: Faculty from peer institutions holding the same rank and with similar duties as the candidate.

d. Executive session: The committee may move into executive session at which time the ex officio member(s) may be asked to leave.

e. Expertise: Sufficient knowledge to facilitate an understanding of the reason(s) associated with discrepant reviews of teaching, artistic achievement/scholarship, and service.

f. File: The official bound document that is prepared by the candidate specific to each case of tenure and promotion.

g. Folder: The unofficial collection of documents and materials that provide a record of the faculty member's work. This folder usually resides in the office of the Department Chair. Faculty members should retain copies of all materials they place in their folder. Faculty members are welcome to provide any evidentiary material for the folder which they believe is appropriate. Examples of materials found in the folder would be:

i. Letters of commendation from administrators, colleagues, professional associates, and former students.

- ii. Reviews, assessments, critiques, evaluations of books, papers, presentations and/or performances.
- iii. Honors and awards, especially those relating to the faculty member's teaching, artistic or scholarly production.
- iv. Annual performance reviews by the Unit Chair and informal reviews by the Unit Tenure and Promotion Committee.
- v. Annual "Faculty Activity Reports."

h. Outside Reviewers: In cases of tenure all outside reviewers identified by the candidate or by the Unit Tenure and Promotion Committee shall be tenured faculty who hold rank equivalent or higher than that of the candidate. In cases of promotion all outside reviewers shall be tenured faculty who hold rank equivalent to or higher than that to which the candidate seeks promotion. Outside reviewers must be from a peer institution of the University of South Carolina and should not be mentors, close collaborators or close personal friends to the candidate. It is expected that the outside reviewers have knowledge of the specific field of the candidate under review.

i. Peer Evaluation: Classroom assessments from University of South Carolina Colleagues.

j. Peer Institutions/Programs: Colleges or universities within the United States which offer graduate programs similar to or more advanced than those at USC. Where appropriate such departments/ programs should have earned national recognition from The National Association of Schools of Theatre, The National Association of Schools of Dance or equivalent associations.

k. Penultimate Year: The next to last year of a probationary appointment; the year during which the candidate has the final opportunity to seek and receive tenure.

l. Professional Work: Professional work is normally that performed for pay for a professional organization under a regular professional contract with a trained staff of full-time, paid employees. Professional work at the international level is ranked higher than that at the national level which in turn is ranked higher than work at the regional, state or local level.

m. Publication: The results of artistic or scholarly productivity that is recorded in some form and then widely distributed for the education or use of others. Examples would include books, chapters in books, monographs, audio or video tapes, films, CD's, studies and reports. Refereed publication is ranked higher than non-refereed publication. Larger works, such as books or multiple volumes, are ranked higher than chapters, articles, etc.

n. Scholarly Achievement: Scholarly achievement functions as the equivalent of artistic achievement.

i. Scholarly achievement is be the appropriate primary area to evaluate the theatre and dance faculty whose primary area of specialty is history and/or criticism.

ii. Scholarly achievement can be evaluated by a careful consideration of the research published. Candidates are expected to publish in outlets appropriate to their appointment. Publications include books written and/or co-written, books edited, chapters in books, monographs, abstracts, and articles in journals.

iii. Other evidence of scholarly achievement may be papers delivered at conferences, seminars and workshops presented, reviews, manuscript evaluations, grant funding, and consultations.

iv. When scholarly achievements are listed in the file, the candidate is expected to support the listing by a written record of the publication, paper, workshop, seminar, and/or consultation. (Textbooks are normally presented as evidence to support teaching). Publication and other scholarly evidence on the national level is expected.

v. The unit recognizes that achievement in both areas adds strength to the candidate's application for tenure and/or promotion.

o. Service - Non-professional: Non-professional service includes service in the candidate's field of specialization to service groups, charitable organizations, churches, etc. Such service is usually performed gratis.

p. Service - Professional: Professional service is service to the profession such as participation in the conferences and work of governmental agencies and professional associations at state, regional, national and international levels. This includes such activities as serving on or chairing conference panels; presenting papers, designs, etc; presenting workshops; preparing policy papers and studies; consulting; holding appointive or elective office.

q. Service - University: Service within the University includes such activity as participation in governance, work on committees, etc. Service to the University is often ranked higher than service to the College or School, which in turn is ranked higher than service to the Department.

r. Teaching: Teaching includes classroom and non-classroom education of students such as advising, counseling, directing and coaching performers, performing in departmental productions, supervising design projects, chairing and serving on student advisory committees and thesis committees, and the creating or authoring of course handbooks, manuals and textbooks.

s. Teaching Effectiveness: The Department requires student evaluations of all courses, graduate and undergraduate, and periodic peer evaluations at all ranks. The combined information from student evaluations, peer reviews, and other items below are presented along with a summary report of teaching effectiveness. A senior faculty member selected by the candidate and approved by the chair prepares this report.

Effectiveness of teaching and supervision may be judged by the following (the list is not exhaustive; candidacy need not be support by all items listed):

- i. Student evaluations of teaching or supervision performance from questionnaires and/or rating scales collected since the last change in rank which achieve an overall evaluation at least “very good”.
 - a. In team taught courses, evaluations should be completed for each instructor and the evaluations should indicate the percentage of instruction for which s/he is responsible.
 - b. All courses with fewer than five (5) students need not include standardized departmental student evaluations.
- ii. Peer evaluations of performance derived from class observations and curriculum review completed since last change of rank in which a majority of peer evaluations rate the candidate as at least “very good”.
- iii. Course syllabi for all courses taught since the last change of rank rated by a majority of peer evaluators as appropriate to the breadth and depth of the course.
 - a. Course syllabi normally include such information as: a statement of course purpose/philosophy, a statement of course goals or objectives, a calendar or schedule, a list of assignments with descriptions and due dates, a study guide, a description of the method for evaluating and weighting course assignments and/or activities in assigning the final course grade.
- iv. Number of completed theses, dissertations and other supervised student research projects judged by peers to be average or above for the specialty area.
- v. Written statements from current and former students identifying the candidate as having made a significant contribution to their professional development.
- vi. Teaching awards.
- vii. Student evaluations of advising derived from questionnaires or rating scales that achieve an overall evaluation of at least “very good”.
- viii. Awards for student advising.
- ix. Supplementary readings and/or materials developed by the candidate.
- x. Timely evaluation and return of student work.
- xi. Regularly meeting the class and following the calendar or schedule included in the course syllabus.

- xii. Regularly maintaining office hours to meet with individual students for advisement and class consultation.
- xiii. Course handbooks, manuals, workbooks, and textbooks developed by the candidate.

t. Terminal Degree: The ultimate degree in a discipline or an area of study: the earned doctorate for scholars and historians in theatre and dance; the MFA for artists in theatre and dance.

2. Application of Criteria.

a. The evaluation of the more recent period of work should have more weight than the evaluation of work that is less recent. Work performed before the initial appointment or prior to the last promotion is not normally considered for subsequent matters of tenure or promotion.

b. The unit committee on tenure and promotion should consult the tenure and promotion criteria of reputable professional organizations relevant to the candidate's work.

c. The evaluation of professional service should give most weight to international, then to national, regional, state and local service.

d. While non-professional community service is valued, it is not included in the three categories of performance evaluated for tenure or promotion. Candidates may include evidence of such service among their supplemental materials if they wish.

e. The evaluation of service within the University should give most weight to University-wide service, then to School or College service, and finally to Departmental service.

VI. PROCEDURES

A. Burdens.

The burden of proof in all issues of tenure and promotion lies with the candidate. That is, it is the responsibility of the candidate to provide sufficient evidence of the high quantity and quality of his/her work to warrant promotion or tenure. The specific responsibilities of the Candidate and the Unit Committee include the following:

1. Candidate.

a. The candidate is expected to maintain a folder for the purpose of documenting his/her work in teaching, artistic or scholarly activity, and service.

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- b. The candidate is expected to consistently distribute student evaluation-of-teaching forms to all classes and to confirm that the completed forms have been received and filed in the Department Chair's office in the candidate's folder.
 - c. The candidate is expected to be familiar with the Unit and the University tenure and promotion guidelines and the respective calendars of deadlines. It is the candidate's responsibility to meet those deadlines.
 - d. The candidate may provide to the unit Tenure and Promotion Committee a list of possible outside reviewers. That list should be provided by a date determined by the Unit Tenure and Promotion Committee consistent with the University tenure and promotion calendar.
 - e. The candidate is expected to provide for the Unit Tenure and Promotion Committee boxed but unsealed materials for outside reviewers to consider. In general, outside reviewers shall not be expected to address the issue of teaching effectiveness since they will have had little or no opportunity to observe the candidate's teaching performance over the years. All reviewers will be sent identical materials. The materials will include a copy of the Unit Tenure and Promotion Guidelines, the candidate's curriculum vitae, and any other materials selected by the candidate. The candidate will bear the cost of preparing and boxing the materials. The Department will bear the cost of mailing them.
 - f. The candidate is strongly advised to retain a personal copy of all materials placed in the candidate's folder.

2. Unit Tenure and Promotion Committee.

- a. The Unit Chairperson will notify each eligible faculty of the opportunity to be considered for tenure or promotion in accordance with the University tenure and promotion calendar.
- b. The Unit Tenure and Promotion Committee will provide to the candidate copies of relevant unit tenure and promotion guidelines, upon written request.
- c. The Unit Tenure and Promotion Committee will be responsible for mailing but not preparing a candidate's materials for outside reviewers.
- d. The Unit Tenure and Promotion Committee may elect to move into executive session when it deems necessary.
- e. The Unit Tenure and Promotion Committee will forward the candidate's file and supplementary materials to the Departmental Chair along with their recommendation regarding tenure and/or promotion.

B. File.

1. As noted above, the candidate bears primary responsibility for preparation of the tenure and promotion file on which the decision will be based. The candidate should

seek directions for organization of the file from the Dean's Office. The Unit Tenure and Promotion Committee Chair will assist the candidate in obtaining such directions in a timely fashion. The candidate should be advised that the tenure and promotion calendar may change each year.

2. Each file will contain these items when relevant to the candidate under consideration:

- a. Evaluations of teaching performance;
- b. A list of selected student portfolios;
- c. A list of publications, papers presented, grant proposals and grant awards;
- d. Evidence of artistic creativity and performance;
- e. A list of activities such as work on Departmental, College, and University committees, student advisement, participation in professional societies and associations, relevant public service and related private sector activity;
- f. A list of work experience at the University of South Carolina;
- g. A list of relevant work experience elsewhere;
- h. A list of participation in interdisciplinary education and research activities; and
- i. All external evaluations of a candidate's artistic or scholarly achievements and other professional activities received by the candidate prior to evaluation or by the Unit Committee.

3. Once the file has been submitted to the Unit Tenure and Promotion Committee except for letters from other faculty members, only material from the candidate, the Department Chair, the Dean, the Provost, and the University Tenure and Promotion Committee may be added to the file. Except for those items specified in subparagraph 9 below, the file must be complete before the Unit Tenure and Promotion Committee begins to review it.

4. Neither the candidate nor any other person may bar or remove any document or other evidence from the file.

5. No faculty member other than the candidate, Department Chair, or Dean may require that any document or other evidence be included in the file, but faculty members may quote from or cite any evidence not in the file in their vote justifications or in separate letters to the Department Chair or the Dean. Such letters will be placed in the file.

6. Letters written by outside reviewers or faculty members in previous years are not automatically included in the file. The candidate, Department Chair, or the Dean may include such a letter only after receiving the author's permission.

7. Every instrument or mechanism used by the Unit Tenure and Promotion Committee to evaluate a candidate's teaching will be included in the file. This includes both peer and

student evaluations. The candidate, Department Chair or Dean may include other evidence of teaching effectiveness. All such evidence must be organized in reverse chronological order.

8. At least five outside reviewers from the candidate's field of expertise will be selected to review the candidate's file. The Unit Tenure and Promotions Committee will select the reviewers from a list prepared by the Committee and from a list that may have been submitted by the Candidate. If the Candidate submits a list of outside reviewers, no more than two of the outside reviewers will be selected from this list, but there is the expectation that at least two of the Candidate's reviewers will be selected if they meet the criteria for outside reviewers. The Committee will provide the candidate an opportunity to resubmit possible outside evaluators if the Candidate's list does not contain at least two persons who meet the criteria for outside reviewers. The Committee will prepare a short statement describing the standing and qualifications of each reviewer to be included in the file

9. After the Unit Tenure and Promotion Committee has voted, only these items may be added to the file:

- a. The faculty votes;
- b. Vote justification letters;
- c. Statements from the Department Chair and appropriate University administrative officials.
- d. Material information arising as a consequence of actions taken prior to the vote. Examples would include:
 - i. Letters from outside evaluators solicited before but received after the vote;
 - ii. Notification of acceptance of a manuscript referred to in the file;
 - iii. Publication of books or articles which had been accepted prior to the vote; and
 - iv. Published reviews of a candidate's work which appear after the vote.
- e. Letters from unit faculty. Any tenure-track faculty member whether or not a member of the Unit Tenure and Promotion Committee may write to the Department Chair, the Dean, or to any other individual or committee involved in evaluation of the candidate. Such letters will become part of the file at that level.

10. The file of a candidate who does not receive a favorable vote will not be forwarded unless the candidate appeals the vote in writing within the seven-day time frame provided for such appeals.

C. Voting.

1. Only members of the Unit Tenure and Promotion Committee may vote on an application for tenure or promotion (see section III, subparagraph A for delineation of those eligible to vote).
2. Each member of the unit Tenure and Promotion Committee will complete a secret ballot on each decision made. The three possible votes are "yes," "no," or "abstain." A recommendation for tenure and/or promotion requires at least a plurality of "yes" votes out of those eligible to vote. A majority of "yes" votes among those voting "yes" or "no" shall constitute a favorable recommendation. Abstentions shall not be counted in determining whether the requisite majority for a favorable recommendation has been obtained.
3. Written justifications for any ballots cast must be provided by each faculty member who voted. The justification can be written on the ballot itself, on a separate form, or in a letter addressed to the Department Chair or the Dean. Voting faculty have the option either to sign or not to sign their ballots and justifications. Justifications, however, must clearly be identified as a ballot justification and must state precisely how the author voted. This includes votes to abstain.
4. The ballots are to be given to the Chair of the Unit Tenure and Promotion Committee for tabulation. The results are to be immediately announced to the Committee. The Committee is to keep the vote count absolutely confidential. The results are to be kept confidential until the Chair of the Unit Committee notifies the candidate and the Departmental faculty.

D. Reporting.

1. The Chair of the Unit Tenure and Promotion Committee will immediately upon completion of the vote notify the Department Chair in writing. If the decision is negative, the Department Chair will notify the candidate in person and in writing
2. The Department Chair will be given the completed ballots immediately upon completion of the vote. The ballot justifications from Committee members must be forwarded to the Department Chair or Dean within 48 hours of the vote.

E. Appeals

1. If the candidate wishes to appeal a negative decision, written notification must be submitted to the Chair of the Unit Tenure and Promotion Committee in accordance with the University tenure and promotion calendar or within seven days, whichever period is longer. The Committee Chair will then notify the faculty of such an appeal in a timely fashion and will invite letters from all tenured Departmental faculty.
2. If a candidate who has applied for both Tenure and Promotion receives a positive vote on one issue and a negative vote on the other, the candidate must appeal the negative vote

if s/he wishes that vote to be reviewed. Otherwise the file will only be forwarded relative to the favorable vote.

F. Access to Files.

1. Letters, reports, materials and information received from colleagues, administrators, and outside evaluators will be treated as confidential unless explicitly collected with a different understanding. They are not available to the candidate or to any person outside the Unit Committee and the University Tenure and Promotion process.

2. Vote justifications of the Unit Tenure and Promotion Committee will not be revealed to the candidate. Vote justifications will not be revealed to anyone outside of the Unit Tenure and Promotion Committee.

3. Letters relating to an appeal of an unfavorable recommendation for tenure or promotion normally become a part of the candidate's file above the level of the Unit Committee and are not available to individuals at the Unit level.

VII. CHANGES IN POLICY.

A. Any revisions or amendments of this policy shall only be considered during a regular, called meeting of the Unit Tenure and Promotion Committee. Such meetings should be announced at least 72 hours in advance.

B. Any revisions or amendments approved by the Unit Tenure and Promotion Committee shall have an effective date indicated. Retroactive revisions are not permitted.

C. Any revisions or amendments shall be communicated in writing to all tenure-track faculty and to the Unit Chair and shall be incorporated into the Unit Tenure and Promotion "Policies and Procedures for Tenure and Promotion" for subsequent years.

D. Any revisions or amendments approved by the Unit Tenure and Promotion Committee shall be presented to the full tenure track faculty for ratification. Non-tenure track faculty members are not eligible to vote.

E. Any revisions and amendments shall be incorporated into the Unit Tenure and Promotion "Policies and Procedures for Tenure and Promotion" for subsequent years.

F. The revised and dated document shall then be submitted to the administration and to University Tenure and Promotion Committee for approval.

VIII. AFFIRMATIVE ACTION POLICY.

The Department of Theatre and Dance is committed to the policy and practice of affirmative action and equal opportunity in education and employment for all qualified persons regardless of race, color, religion, gender, national origin, age, disability, or sexual preference.