DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS

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(Official document prepared in Faculty Personnel Services)

FORWARD

The CDA Faculty and Staff Guide was first written in 1972 and extensively revised in June, 1977. The Guide was again revised in January, 1978, in accordance with the 1977-80 Agreement. When the Department was reorganized in 1982, the Guide was revised to reflect the changes in structure. In 1986 and 1993, the Guide was again revised to include substantial changes in the Personnel Policies and Procedures section. The most recent revisions occurred in November and December 2000, April 2001, and April 2006.

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DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

1.0 DEPARTMENTAL ORGANIZATION

1.1 Departmental Organizational Chart (See Appendix A)

1.2 Department Chairperson – General Description of the Role and Responsibilities

1.2.1 The Department Chairperson's general duties include:

a. Being a member of the full-time regular faculty.

b. Representing Departmental interest and viewpoints and maintaining credibility of Departmental requests to higher administrative officials.

c. Communicating the administration's views to the Department and, when necessary, arguing for exception to those views.

d. Formulating Departmental policy through published and agreed upon policies involving committees and Departmental members as a whole.

e. Taking positive steps for program development.

f. Implementing and following up on the policies made by the constituent Areas, and/or faculty/staff as a whole.

g. Following procedural due process in personnel policies with respect to individual faculty and staff members.

h. Encouraging teaching effectiveness.

i. Encouraging research within the Department.

j. Encouraging creative activities within the Department.

1.2.2 Specific duties of the Chairperson include:

a. Chairing meetings of the Department, the Administrative Council, and the Graduate Committee.

b. Overseeing recruiting of new faculty and staff.

c. Overseeing all Departmental budgets (e.g., University Theatre, Forensics) and making budgetary decisions on the S&E and Speech Activities Account, adhering to the advice of the Administrative Council, Dean's Advisory Committee, and other appropriate bodies.

1.2.3 Selection of Department Chairperson: Procedures same as regular faculty.

1.2.4 Evaluation of the Department Chairperson:

a. An annual evaluation of the Department Chairperson will be conducted by the Personnel Committee no later than March 15 of each academic year.

b. The evaluation questionnaire (see Appendix B) will be distributed to all regular faculty and full-time temporary faculty, Professional-Administrative (PA) and Supervisory-Technical (ST) members of the Department.

c. The completed questionnaire should be returned anonymously to the Personnel Committee chairperson. Questionnaire responses will provide Area identification.

d. Upon receiving the questionnaires, the Personnel Committee will tabulate the responses. The results will be provided to the Department Chairperson. If requested by the Department Chairperson or the Personnel Committee, a meeting of the Department Chairperson and the Personnel Committee will be held to discuss the results.

e. The Department Chairperson may respond to the results at a Department meeting if the individual so desires, or a written response to all faculty and staff may be used.

1.3 Area Coordinators – General description of role and responsibilities. The Area Coordinator:

a. Shall be a full-time member of the Area faculty.

b. Shall chair the Area meetings.

c. Shall serve as liaison for the Area faculty and staff to the Department Chairperson and Administrative Council.

d. Shall serve as chair of a Departmental standing committee.

e. The Area Coordinator shall:

1. Represent Area interests and viewpoints and maintain credibility of Area requests to the Administrative Council and higher administrative officials.

2. Communicate the administration's and Administrative Council's views to the Area.

3. Formulate Area policies through published and agreed upon policies involving the Area as a whole.

4. Take positive steps for program development.

5. Implement and follow up on the policies made by the Area faculty and staff.

6. Encourage teaching effectiveness of the Area faculty and staff.

7. Encourage research in the Area.

8. Encourage creative activities in the Area.

9. Take positive steps for curriculum development.

10. Take positive steps for the accurate and effective dissemination of information to the Area faculty and staff.

11. Be responsible for procedures as specified in other sections of this document.

12. Oversee the setting up of class schedules, and

13. Work with the Chairperson on office and classroom allocation.

1.3.1 <u>Area Coordinator</u> – Procedure for annual evaluation and election: Prior to the annual election, the Chairperson will chair the Area's evaluation of the Area Coordinator. The Area Coordinator responsibilities listed above will guide this evaluation.

a. Annual election shall be undertaken in the month of February.

b. The meeting is chaired by the Department Chairperson.

c. There shall be nominations from the floor/or statements made by those who wish to be candidates/or statements made by those who do not wish to be candidates.

d. A written ballot shall be used.

e. When there are more than two candidates for the position of Coordinator and no one gets a majority on the first ballot, the candidate receiving the lowest number of votes is dropped from consideration on the next ballot. (If four candidates, the fourth one in total vote count is dropped; if three, the third one in vote count is dropped.)

f. A Coordinator shall be elected when one person receives a majority of the votes cast.

g. The Department Chairperson votes only in case of a tie.

h. The Department Chairperson counts the votes. The Area may request an additional teller.

i. The ballots from the election must be filed in the Chairperson's office and then may be seen upon request.

1.4 <u>The Administrative Council</u>

a. The Council is comprised of the Chairperson and the Area Coordinators.

b. The Administrative Council shall:

    1. Serve as the executive advisory forum.

    2. Be the decision making body on allocation of departmental resources.

    3. Serve as liaison between Areas and the Department Chairperson.

    4. Initiate the Program Review process.

    5. Be the Departmental body for policy coordination and implementation of departmental activities.

c. Discussions and actions of this body may be reviewed by the Department.

1.5 <u>Standing Departmental Committees</u>

a. The Curriculum Committee, the Graduate Committee, and the Personnel Committee are the three standing committees of the Department.

b. Committee meetings are scheduled and announced by the appropriate Chairperson.

c. The Chairperson's office should receive a copy of agendas, minutes, and reports.

1.5.1 <u>Curriculum Committee</u>

a. The Curriculum Committee

    1. Shall be comprised of three Faculty:

        a. an Area Coordinator, acting as Chairperson

        b. one elected representative from IPC and one form TID

    2. Terms for the Area representatives normally shall be two years.

3. Members of the Committee shall be regular full-time faculty members.

b. The purpose of the Curriculum Committee of the Department of Communication and Dramatic Arts is to provide for the initiation, development, and constant review of Departmental curricula in order to provide for a viable and relevant educational program at both the undergraduate and graduate levels. To this end the Committee also has as its purpose the resolution of competing interests among various units within the Department and the University and the integration of these competing interests into workable curricular programs at the Departmental level.

c. The Curriculum Committee shall have final approval of all undergraduate and graduate curricula and curriculum-related matters arising at the Departmental level and the various units within the Department. When doubt arises as to whether a matter is "curriculum-related," the committee may seek advice from the Administrative Council. The Curriculum Committee will <u>not</u> act in those broad areas of the graduate curriculum (e.g., a major restructuring of the program) normally reserved for deliberation by the graduate faculty. However, any specific graduate course or catalog changes arising from such actions must still be approved by the Committee.

d. The Curriculum Committee shall have responsibility for all curricula and curriculum-related matters in the Department. These responsibilities include but are not necessarily limited to:

   1. Approval of all catalog copy for the graduate and undergraduate bulletins.

   2. Approval of changes in course titles and prerequisites.

   3. Approval of courses required of Departmental majors and minors and any changes in major or minor requirements.

   4. Approval of all new courses and deletion of current courses.

   5. Approval of changes in credit hours of courses, including lectures and laboratory hours.

   6. Approval of changes in course number or level (200-300, etc.).

   7. Approval of all course designation changes (e.g., from SDA to IPC).

   8. <u>Initiation</u> of curricular changes that the Committee feels will be in the best interest of the Department.

   9. Mediation of curricular disputes within or among Areas, when Departmental curricular policy is involved.

   10. Forwarding of approved Departmental curricular changes to the Curriculum Committee of the College of Communication and Fine Arts.

   11. Publication of deadlines for <u>Bulletin</u> changes, as provided to the Department from higher authorities.

e. In order to facilitate the work of the committee and to provide for conformity with Curriculum Committee requirements at the College and University levels, the following steps must be followed by the Areas in initiating curricula changes:

   1. Such action must first be approved by the Area.

   2. For any curricular change, the Curriculum Change Request Form must be obtained from the Departmental office and filled out according to changes desired.

   3. For curriculum modifications (other than new courses), a rationale must be attached to the Curriculum Change Request Form. For new courses, in addition to the attached forms, a course outline and bibliography must be provided.

   4. For purposes of approval by the Curriculum Committee, the required number of forms and attached documents must be submitted. These should be distributed to the committee through the Area's representative. If revisions are necessary, this material will then be returned to the appropriate Area.

   5. Following final approval by the committee, the required number of forms and attached documents must be provided to the Committee Chairperson for submission to the Curriculum Committee of the College of Communication and Fine Arts.

f. Despite the broad powers of the Curriculum Committee outlined above, nothing in the foregoing shall preclude individual faculty members and/or Areas from providing input to the Committee.

   1. This includes the right to address the Committee in person, to provide written input, or to request that the Department Chairperson convene a meeting of the entire faculty to discuss the matter at hand.

   2. Only members of the Curriculum Committee may <u>vote</u> on matters pending before it.

1.5.2 <u>Personnel Committee</u>

a. The SCDA Personnel Committee shall be comprised of five Departmental voting members who are regular full-time faculty with at least 2 years of service at CMU, excluding the Department Chairperson. An Area Coordinator shall serve as chair. No more than 3 members of the Personnel Committee may come from one Area.

b. Each Area shall elect one representative to the Personnel Committee at the beginning of the Fall Semester. The Area representative will serve for twelve months.

c. Two at-large members will serve on the committee. The Department shall elect the necessary members-at-large. Terms will be for two years.

d. The Personnel Committee shall make recommendations on tenure, promotion, reappointment, or professor salary adjustment and shall forward these recommendations to the Department Chairperson.

e. When a member of the Personnel Committee, her/his current or former spouse, domestic partner, and/or family member, is the subject of a personnel decision, he/she will not participate in the proceedings of the committee. The chair of the Personnel Committee will seek a replacement who will be elected by the appropriate Area.

1.5.3 Graduate Committee

a. The membership shall consist of the following:

1. The Department Chairperson who will chair the committee.

2. The Graduate Coordinator(s) and the Director of SDA 101.

b. Responsibilities

1. The chairperson of the Graduate Committee shall examine all graduate forms in order to determine that Departmental and University guidelines are met.

2. Decisions on assistantships and recommendations on fellowships will be made by the Graduate Committee.

1.5.4 Role of Graduate Coordinators

a. Graduate coordinator(s) (Area representative to Graduate Committee) is/are responsible for conducting an Area evaluation of that Area's graduate students.

b. Graduate coordinator(s) shall be authorized to assign temporary graduate advisor(s) for Area graduate students.

c. The graduate coordinator(s) shall coordinate recruitment efforts.

1.6 Departmental Task Forces will be established as necessary to complete business not covered by the standing committees.

1.7 Voting Privileges within the Department

a. Proposals for establishment, disestablishment, or modification of a Departmental policy may be initiated by any member of the Department or by a Department committee. The Department may refer a proposal to a standing committee or a departmental task force. The final disposition of the proposal shall be made by the Department, which may accept, accept with modification, or reject any proposal.

b. Regular full-time faculty, full-time temporary faculty, and regular full-time Professional-Administrative (PA) personnel will have equal voting privileges, unless otherwise restricted in this document.

c. In cases of personnel decisions involving hiring, reappointment, promotion, tenure, professor supplement, and termination, the following will have voting privileges: regular full-time faculty and regular full-time Professional-Administrative (PA) personnel.

d. For purposes of conducting business a quorum is necessary in Departmental, Area, and Committee meetings. A quorum shall consist of 50% + 1 of all eligible voting members of each body.

e. Persons on sabbatical may vote in any Department or Area matter (including personnel matters).

f. Persons must be present at the meeting to be eligible to vote; absentee ballots will not be accepted.

1.8 <u>Procedural Authority</u>: <u>Robert's Rules of Order</u> shall be followed unless otherwise mandated by this document.

2.0 <u>DEPARTMENT PROCEDURES AND SERVICES</u>

2.1 <u>Budget and Related Procedures</u>

2.1.1 <u>Accounts and Budget Procedures:</u> Department growth and diversity has brought an increasing number of funds from outside sources to support special projects, programs, etc.

a. The Department Chairperson is held responsible for all Departmental operations.

   a) Hence, he/she should be informed of the handling of such accounts and,

   b) as is the case with regular Departmental accounts, serve as authorizing signature on all accounts with the prefix of 2 or 4.

b. This means that the signature card must bear the signature of both the individual authorized to administer the account and the Chairperson.

2.1.2 <u>Approval of Expenditures</u>

a. Responsibilities of the Department Chairperson include approval of expenditures from Departmental funds <u>before</u> commitments are made.

2.2 <u>Travel</u>

2.2.1 <u>Travel Authorization – Application for Funding</u>

a. All official travel must be authorized by the Department Chairperson. Regular faculty and full-time personnel (temporary faculty, PAs, and STs) are eligible for travel funding.

b. The Department Chairperson is responsible for determining how the funds budgeted are to be allocated within the following general policy: funds allotted must be spent on trips designated to promote good teaching and scholarship.

c. Faculty are expected to apply for professional travel support from other campus agencies (F.R.C.E., F.T.P.D., etc.) when appropriate.

2.2.2 Advance Funds: Faculty can secure advance funds for professional travel, etc., by using their CMU American Express corporate card. Contact the Cashier's Office for applicable policies and procedures.

2.2.3 Expense Reports

a. Travel expense vouchers should be submitted to the Department Office in a timely fashion.

b. Copies of the form can be secured in the Department Office.

2.3 Mailings

2.3.1 Mailings – Use of Letterhead

Considerable discretion should be used by both students and faculty in use of institutional letterhead and as a general policy it should not be used for other than University business.

2.3.2 Large Mailings

a. Any large mailings using Departmental funds must be cleared with the Department Chairperson prior to action.

    1. It may be necessary for special bulk mail permits to be obtained prior to such mailings.

b. Bulk mailings include advertisements, newsletters, solicitations, surveys, etc., in excess of 200 pieces.

c. Bulk mailings must be prepared according to current Central Mailroom guidelines.

2.4 Keys

a. Keys for Departmental offices and facilities are dispersed and records maintained by the Department Office.

    1. Requests for keys must first receive the approval of the Area coordinator who will then forward the request to the Chairperson.

    2. The Chairperson may then authorize the Department secretary to issue a key.

b. Faculty members must turn in all keys when leaving the employ of the University.

3.0 FACULTY RESPONSIBILITIES

3.1 Contract Starting Dates

a. Faculty are expected to be available for meetings, assignments, advising and for other obligations the week prior to the first day of classes.

3.2 Advising -- Academic-Career

3.2.1 General Statement on Advising

a. All regular faculty are expected to advise students as part of their regular academic load. An advising mentor shall be assigned by each Area Coordinator for all new advisors.

b. All faculty are expected to be familiar with the Area's curriculum and authorization forms. Major/minor forms are available in the Department office and on disk.

c. Faculty should be able to describe and explain career and professional opportunities associated with degree programs in SCDA.

d. Any changes in the student's major/minor must be authorized by the advisor. (Copies of "Change in Authorization Forms" are available in the Departmental office and online.)

e. Graduate advisors should refer to the Departmental guide for advising policies.

f. The graduate coordinator(s) is/are responsible for assigning temporary advisors; graduate students are responsible for selecting their own permanent advisors.

3.3 Course Coordination

Faculty are required to consult the Master Syllabus for courses they teach in the department. This procedure will increase course coordination, especially in multi-section courses.

3.4 Grades and Grade Books

a. Grade books are available to the teaching staff in the Department Office.

1. Faculty shall retain all grade books. All grade books must be turned in to the Main Office when employment at the University is terminated.

2. A photocopy of the final grade scan sheets should be turned in at the end of each semester.

3. Grades should be recorded in the grade book in such a way that the Department Chairperson or other individual and clearly understand how final grades were computed.

b. Unreturned student work (major papers, exams, etc.) should be retained for a period of at least one semester after completion of the class.

c. Faculty grading policy should be clearly specified in the course syllabus. Faculty should provide the Departmental office with copies of each course syllabus at the beginning of each semester.

d. Faculty are required to issue midterm grades as dictated by current University policy.

3.5 Book Ordering

3.5.1. Text Books for Classes

a. A departmental secretary will notify instructors when book orders are due (as per notification from bookstore.)

b. Faculty will provide secretary with information regarding books desired (titles, authors, publishers, etc.) by the specified due date.

c. The secretary will fill out appropriate Bookstore forms and forward to Bookstore. He/she will keep one copy on file in Department Office.

3.5.2 Library Books and Periodicals

The department is assigned a bibliographer from the library. Requests for information about collections, book ordering, and periodical orders should be channeled through this bibliographer.

3.6 Independent Study

a. Students may enroll for Independent Study when they desire to pursue intensive study of a special problem under the guidance of a faculty member or faculty committee.

b. Before enrolling, the student must secure prior consent of the instructor and complete the Independent Study Contract form.

   1. The completed form must be distributed by the faculty member to the Departmental Office, the Area Coordinator, and the student. A copy should be retained by the faculty member.

   2. Failure to comply with these procedures may prohibit completion of the Independent Study.

c. The initiation and completion of the Independent Study is the responsibility of the student.

d. It is imperative that the Independent Study be regularly supervised by the faculty member and that a final grade be turned in to the Area Coordinator before grade sheets are due in the Registrar's Office.

3.7 Office Hours

a. Members of the faculty and teaching staff must schedule a minimum of five definite hours each week for student consultation.

   1. The schedule must be posted on the faculty member's office door with a copy sent to the Departmental office.

   2. Office hours should be distributed over different days in the week.

b. Other times by appointment should be available for students who have conflicts during scheduled office hours.

3.8 Commencement Responsibility by Faculty

a. Three faculty members will represent the Department at each commencement ceremony. The Department Chairperson will develop a rotation for this service.

b. Academic apparel is available from the Department.

3.9 Illness/Accidents

a. Any illness that affects one's normal duties in the Department should be reported to the Department Chairperson in a timely fashion.

b. Any injury to faculty, staff, or student must be reported on an Accident Report Form available in the Departmental office. During regular University business hours, Risk Management should be consulted for instructions on how to proceed; after business hours, CMU Police should be contacted.

3.10 Theft or Loss Reports

a. In case of theft or loss of equipment, the faculty/staff member shall notify both the Department and CMU Police, who will investigate the complaint and fill out a theft or loss report.

   1. The faculty/staff member shall request that the Department receive a copy of the report.

   2. Loss of equipment, material, or personal property may not be covered by University insurance.

b. Lost and found is located in the Departmental office, Moore Hall 333.

3.11 Work Study Students and General Student Assistants

a. Student employees are assigned by the Departmental Chairperson to faculty members and programs based on an analysis of Departmental priorities and need as ascertained by the Administrative Council.

b. Student employees must be cleared for work prior to beginning their assignment. Clearance is arranged by the department secretary with Student Personnel Services.

c. Faculty/staff who serve as immediate supervisors of student employees are responsible for approving time sheets. Failure to submit time sheets by specified deadlines means a delay in paying the student.

4.0 Personnel Policies and Procedures

4.1 Statement of Constitutional Procedure

a. The Department of Communication and Dramatic Arts will abide by all policies, procedures, and criteria which are currently in effect.

b. In cases of personnel decisions involving reappointment, promotion, tenure, professor salary adjustment and termination, the following will have voting privileges: 1) regular full-time faculty and 2) regular PA personnel.

c. Personnel decisions must be made by secret ballot and all ballots must be kept for five years by the Department Chairperson.

d. SCDA faculty and staff members will not participate in personnel decisions involving their current or former spouses, domestic partners, and/or family members.

e. Candidates for personnel decisions are responsible for assembling materials which become the "case" for that decision. Candidates should include relevant evidence to support this case and should write a narrative which describes and synthesizes the various elements of that case.

4.2 Candidates for Reappointment

a. The Department Chairperson shall notify the Chairperson of the Personnel Committee of the deadline for submission of reappointment recommendations. The Department Chairperson will notify Area Coordinators of impending evaluations.

b. All regular nontenured faculty receiving a regular appointment (bargaining unit members) receive a nontenured appointment subject to scheduled review. The review schedules are determined and published by the current CMU/Faculty Agreement.

4.2.1. Evaluation Criteria for Reappointment

a. Reappointment recommendations and decisions are based upon achievement and promise in the following areas:

1. Teaching excellence,

2. Scholarly and creative activity,

3. University service, which may be supplemented by public service related to the candidate's discipline.

b. Reappointment recommendations and decisions must also consider future needs of the University.

4.2.2 Definition and Standards for Evaluation Criteria

a. Teaching excellence is considered by this Department to be the single most important evaluative criterion for all reappointment decisions.

1. The candidate's teaching evaluation must demonstrate that the candidate's teaching effectiveness is equal to or superior to that of the tenured faculty in her/his Area. An Area may choose to reappoint a candidate who does not meet this criterion, but, in such instances, significant improvement in teaching would be expected prior to the subsequent evaluation. Evaluation of teaching excellence will be based upon the candidate's:

a) Demonstrated understanding of the subject matter.

b) Adherence to master syllabi for courses taught.

c) Effective communication of subject matter to the students in the classroom.

d) Demonstration of a fair and equitable system for evaluating students in her/his classroom.

e) Effective advising and counseling of her/his students outside of the classroom.

f) Effective supervision and evaluation of studio-related activities, internships, and practica (when applicable).

g) Effective direction of student research and creative projects (when applicable).

h) Attendance at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in teaching.

2. Evidence of teaching excellence may be demonstrated by the following (Peer evaluation is required for reappointment):

a) Peer evaluation.

b) Student opinion surveys.

c) Unsolicited letters from students or other qualified observers.

d) Direction of theses and independent study projects.

b. The candidate's Scholarly and/or Creative activity should demonstrate professional contributions of value to the candidate's field of expertise. The contributions may include the following:

1. Books, monographs, articles, book chapters, scripts, and reviews published or accepted for publication.

2. Directing, choreographing, designing, or performing in a major theatre, oral interpretation, or dance production for which both internal and external adjudication occurs.

a) Candidates who wish productions to be adjudicated must submit a written request for adjudication to the TID Area Coordinator four weeks prior to production.

b) The internal adjudication will be done by 2 faculty and/or staff members from TID. One adjudicator will be selected by the TID Area Coordinator from a rotating list of all full-time faculty and staff. The second adjudicator will be selected by the candidate. Each adjudicator will submit a written critique within 10 days of the production to the TID Area Coordinator.

c) External adjudication will be arranged by the TID Area Coordinator. External adjudications should be forwarded to the faculty member, who will decide whether or not to use them for future personnel decisions.

d) When qualified internal adjudicators are not available, external adjudicators approved by the TID Area Coordinator, will be substituted for the internal adjudicators. This situation may limit the total number of adjudicators to two.

3. Adaptation of script material manifested in major theatre and/or oral interpretation production for which both internal and external adjudication occurs.

4. Presentation of work at an international, national, regional, or state conference.

5. Editorship of a scholarly journal or annotated anthology.

6. Writing and/or delivering a public address of merit resulting in publication or receipt of national recognition.

7. Receipt of research/artistic grants.

8. For the Scenic and Lighting Designer:

   a) Each academic year four productions selected by the candidate will be adjudicated. Copies of written adjudications will be provided to the candidate and the TID Area Coordinator.

      1. Two productions will be adjudicated internally by two different TID Area directors not involved in those productions (one director per production). One adjudicator will be selected by the Area Coordinator and the other selected by the candidate.

      2. Each academic year two additional adjudications will be completed by non-CMU Scenic and Lighting designers (one designer per production). The TID Area Coordinator will select the outside adjudicators.

   b) During the third year of retention and during the tenure review, three outside sources will adjudicate a complete production portfolio, including photos, drawings, paperwork and models of productions at CMU. The third year review will contain materials from a minimum of four productions and the tenure year review will contain materials from a minimum of eight productions. The TID Area Coordinator will select the outside adjudicators.

9. Attendance at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in scholarly and/or creative work.

c. University Service

1. For most candidates in the Department, University service may be demonstrated by the following:

    a) Contribution through committee work at the Area, Department, College, or University level.

    b) Activities that advance the positive image of the Department, College, or University in the local community.

    c) Activities that promote faculty and student recruitment for the University.

    d) Activities that result in positive public visibility to the Department, College, or University.

    e) Serving as a judge for debate and/or forensic activities outside the Department.

    f) Serving as guest critic for theatre, oral interpretation and/or dance performances outside the Department.

    g) Serving as guest speaker and/or performer for events outside the Department.

    h) Scholarly conference participation of a secondary nature, such as serving as a respondent, moderator, or chairperson of a convention program.

2. For five specific positions in the Department, University service is regarded as a particularly significant criterion for reappointment. These positions are the Director of University Theatre; Director of Debate and Forensics; Director of SDA 101; and Director of Internships; and Scenic and Lighting Designer.

    a) The Director of University Theatre may use the following to demonstrate applicable service:

        1) SERVICE TO STUDENTS: This category relates to those students who are actively involved in the Theatre and Interpretation program.

            (a) Consider student needs and abilities when coordinating the University Theatre annual season.

            (b) Provide administrative support for theatrical opportunities for students beyond the academic programs at CMU (i.e. outside performance specialists in theatre, workshops, attendance at professional touring productions, etc.)

            (c) Coordinate student activities beyond the usual UT production schedule:

                (1) Be responsible for space assignments for student productions.

(2) Function as the Director of Studio Theatre:

a. Administer Studio Theatre policies as determine by the TID Area.

b. Issue applications, procedures, and keys, as appropriate.

(d) Provide information concerning regional and national auditions, employment and internship opportunities.

2) SERVICE TO THE AREA/DEPARTMENT: The program serves in a co-curricular role.

(a) Be responsible for the operation and organization of the year-round University Theatre production schedule.

(1) Play sections:

a. Coordinate, in consultation with members of the TID Area and other appropriate production personnel:

a) The selection of a balanced season that exposes both students and audiences to a variety of theatrical periods and styles.

b) The dates of the productions and the length of their run.

(Note: The season and dates will be presented and discussed at a regularly scheduled TID Area meeting.)

(2) Budget: (Function as Account Director for University Theatre.)

a. Establish a budget for the season prior to the first production.

b. Keep accurate, updated budget records.

(3) Supervise the implementation of publicity.

(4) Promote and provide for the touring of UT productions, their transportation, housing, and other needs as required.

(b) Initiate and implement ideas for the continued growth and development of the present program (i.e., audience development, workshops, guest artists).

(c) Schedule use of the performance facilities to meet the needs of the following (priority order):

(1) The University Theatre program, TID faculty and staff, and TID students.

(2) The campus community and off-campus events.

(d) Provide information to the faculty/staff concerning:

(1) Current status of the budget and production costs.

(2) Schedule of facility use.

(3) Supplemental activities.

3) SERVICE TO THE UNIVERSITY: The University Theatre program is seen as “a major window to the community” for the University.

(a) Oversee the coordination of the performance season that exposes students and community to a variety of theatrical periods and styles.

(b) Engage in recruitment (e.g., tours, high school performances, “CMU and You Day” activities.)

(c) Supervise UT publicity both on-and off-campus.

(d) Encourage cooperative programs with other campus departments and agencies.

(The above three service areas will be evaluated by a TID Area-approved evaluation form (See Appendix C). The Director of University Theatre may provide additional supporting materials such as unsolicited letters from University Theatre patrons, high school workshop teachers and participants, a log of “outreach” activities, and statements concerning the operation of the University Theatre program.)

b) The Director of Debate and Forensics may use the following to demonstrate applicable service:

1) SERVICE TO UNDERGRADUATE STUDENTS: This category relates to those students who are actively involved in the Debate and Forensic program.

(a) Establish a tournament schedule consistent with student needs and abilities.

(b) Arrange/hold practice and analysis sessions with students.

(c) Attend tournaments with students as coach and critic/judge.

(These activities will be measured by a survey (see Appendix D) approved by the IPC Area. Other criteria may include a log of activities.)

2) SERVICE TO GRADUATE STUDENTS: This category relates to those students who have an interest in becoming forensic educators.

(a) Provide opportunities for graduate students to work directly with participants in the program.

(b) Provide direction and training to graduate students in effective coaching techniques.

(c) Provide training to graduate students in administering a forensic program and/or tournament.

(d) Provide evaluation for graduate students working in the Debate and Forensics program.

3) SERVICE TO THE AREA/DEPARTMENT: The program serves in a co-curricular role for the Department.

(a) Provide adequate practicum experience for students.

(b) Recruit undergraduate and graduate students to the Debate and Forensics program.

(c) Administer the Debate and Forensics budget and provide necessary paperwork in a timely fashion.

4) SERVICE TO THE UNIVERSITY: The Debate and Forensics program is seen as a "window to the community" for the University.

(a) When appropriate, participate in tournaments and programs that are considered national in scope.

(b) Attend and successfully participate in tournaments and programs at a regional level.

(c) Provide programs for local organizations (e.g., provide workshops for coaches and students, provide training to judges of high school forensics).

(d) Seek media visibility (local and state) for program activities.

(e) Recruit high school students to the Debate and Forensics program.

(f) Assist in placing graduate students associated with the Debate and Forensics program.

(These criteria might be measured by letters of evaluation from regional and national peers, a calendar of tournaments and workshops attended, a list of programs provided in the community, media clippings, an annual list of students attracted to the program, identification of placement of graduates (both B.A. and M.A.), and identification of pre-law/pre-professional students in the program.)

c) SDA 101 Director may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS: This category relates to those students enrolled in SDA 101.

   (a) Handle student complaints.

   (b) Select appropriate assignments.

   (c) Maintain high standards of instruction.

   (d) Maintain an effective, standardized syllabus.

   (e) Solicit student input/feedback and respond to same, as necessary.

   (f) Select an appropriate textbook and workbook (if applicable).

   (g) Keep office hours; be available to students.

   (These criteria will be evaluated using Student Opinion Survey forms. Other materials may include unsolicited letters from students, evaluation of course materials by faculty and GTAs, evaluation of course materials by others outside of the University.)

2) SERVICE TO GTAs: This category relates to GTAs, teaching sections of SDA 101.

   (a) Train GTAs and provide additional feedback and support throughout the academic year.

   (b) Supervise the observation of GTA teaching and arrange for feedback.

   (c) Maintain resources for teaching SDA 101 and add new materials, as needed/available.

   (d) Solicit GTA feedback concerning assignments, course policies, etc.

   (e) Develop the syllabus and daily schedule for SDA 101.

   (f) Write and provide for the scoring of exams.

   (g) Provide supplementary teaching materials.

   (h) Keep office hours; be available to SDA 101 faculty as needed.

   (These criteria will be evaluated by an IPC Area approved survey (see Appendix E) administered at least annually to current graduate teaching assistants. Other materials may include unsolicited letters from GTAs, listing of materials created/maintained for GTA use, presentation of course syllabus for critique by committee.)

3) SERVICE TO IPC AREA.

(a) Keep IPC Area informed about course policies and procedures and change in same.

(b) Seek IPC Area advice before making changes.

(c) Handle day-to-day issues related to SDA 101 (scheduling of courses, assignment of GTAs to sections, arranging for assignments, etc.).

(These criteria will be evaluated using an IPC Area approved survey (see Appendix E) administered to the IPC area.)

4) SERVICE TO DEPARTMENT.

(a) Handle student complaints/grievances.

(b) Supervise GTAs.

(c) Serve as liaison with other facilities (i.e., Testing Center, Academic Advising).

(d) Participate in GTA selection.

(e) Maintain credibility of the course within the University.

5) SERVICE TO THE UNIVERSITY.

(a) Establish criteria for taking SDA 101 Credit by Examination (and administer this process as needed).

(b) Maintain consistency and high standards across all sections of the course.

(c) Provide for the "special" needs of students.

(d) Seek information about other basic courses as a way to improve SDA 101.

d) Director of Internships may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS: This category relates to students participating in the Internship Program.

(a) Develop and maintain adequate screening to ensure quality student involvement.

(b) Pursue and maintain quality placement sites for interns.

(c) Evaluate student performance and provide feedback to students.

(d) Design appropriate assignments associated with internships.

(e) Maintain communication with students, supervisors and others associated with the program; seek feedback and adjust assignments as needed.

(f) Keep communication channels clear through phone calls, letters and other forms of relevant documentation.

(g) Keep accurate records of intern placement.

(h) Keep students informed of new intern placements and the progress and status of the program.

(i) Disseminate promotional materials for recruitment of students.

(j) Aid students in finding necessary resource materials.

(k) Provide direction to students about possible tasks to be incorporated into the internships.

(Evaluation materials may include unsolicited letters from students, records kept, other correspondence and printed materials pertaining to the program).

2) SERVICE TO THE AREA/DEPARTMENT.

(a) Keep Department faculty informed of new placement sites; update information about the progress and status of the program.

(b) Seek feedback from supervisors and students for improvement.

(c) Maintain professional level contacts.

(d) Keep accurate records of intern placements.

(e) Adequately supervise students, anticipate potential problems, and handle problems with the program as they arise.

(f) Design/maintain methods for promoting the program to potential placement sites.

(g) Keep the Department informed about the program policies/procedures and changes in same.

(h) Seek Department input before making major changes.

(These criteria will be evaluated using a survey administered to faculty in the IPC Area (see Appendix F). Other evaluation materials may include formal and informal observations by the faculty, written feedback from supervisors (formal and informal).)

3) SERVICE TO THE UNIVERSITY.

(a) Represent CMU in a professional manner.

(b) Maintain a quality image of CMU and SCDA to the community outside of the University.

(These criteria could be evaluated using unsolicited letters from faculty/staff within the University as well as comments from the Department Chairperson).

4) SERVICE TO THE "AT LARGE" COMMUNITY: Provide organizations with the opportunity to utilize students with communication expertise.

e) Scenic and Lighting Designer

1) SERVICE TO THE TID AREA

2) The work of the Scenic and Lighting Designer has a direct impact on many elements of the production process. To gauge the effectiveness of that work, the TID Area may evaluate the following:

a. Oral and written communication with directors and other design/technical personnel;

b. timeliness, quality and completeness of working drawings, models, elevations, etc.;

c. time management;

d. budget management; and

e. other relevant aspects related to the design of scenery and lighting.

4.2.3. <u>Procedures and Requirements for Reappointment</u>

4.2.4. <u>Peer evaluation of teaching effectiveness is the most useful tool in assisting the Department's goal of excellence in teaching</u>

a. Peer evaluation of teaching is one method of providing <u>prima facie</u> evidence for the evaluation of teaching effectiveness.

b. Peer evaluation is mandatory once each year for all faculty until tenure is granted; a peer evaluation must also be conducted in the year a candidate seeks promotion.

c. No later than four weeks prior to the Area's evaluation of the candidate for reappointment, a peer evaluation team, consisting of three peers is to be formed.

1) The peer evaluation team shall consist of two peers from the candidate's Area and one peer from the other Area in the Department or from another appropriate department.

2) The candidate for reappointment will select one member of the team; IPC and TID Area Coordinators will appoint the other two team members, one from each

Area. If scheduling becomes a problem, the Area Coordinator may ask the candidate to select another team member.

3) The Area Coordinator shall designate one team member from the candidate's Area as Chairperson of the peer evaluation team.

d. The peer evaluation team Chairperson, in consultation with the Area Coordinator and the candidate, will select the course or courses to be evaluated and arrange for the class visitations. There are to be three (3) class meetings of observation. Candidates who teach diverse courses may be observed in more than one of these courses (e.g., one graduate and one undergraduate, one large lecture and one small section course, etc.) at the request of either the team Chairperson or the candidate. The third observation visit must be a repeat visit to a course previously observed. All team members will observe the same three class meetings, except in extraordinary circumstances. Should such circumstances arise, the Area Coordinator must be consulted.

e. After the first two observations, the Chairperson of the Peer Evaluation Team shall meet with the candidate for an informal discussion concerning the team's observations. This is an advisory meeting.

f. After all visitations are complete, the Peer Evaluation Team shall meet and prepare a written report which evaluates the teaching effectiveness of the candidate. The report should evaluate the following: understanding of the subject matter, effective communication of subject matter to the students in the classroom, and demonstration of a fair and equitable system for evaluating students. Peer review team members will evaluate textbook selection, the course syllabus and other teaching materials as part of this review process. The report also must include an evaluative statement that rates the candidate's teaching in one of three categories: 1) inferior to, 2) equal to, or 3) superior to the teaching of other tenured faculty in the candidate's Area.

g. Within five (5) working days from the final observation, and at least three (3) working days prior to the Area evaluation of the candidate, the Chairperson of the Peer Evaluation Team shall provide the candidate with a copy of the written report.

h. The written report is presented to the Area in executive session at the time of the evaluation of the candidate and a copy is forwarded to the Personnel Committee with the Area recommendation and evaluation.

4.2.5 With the exception of the peer evaluation of teaching report, the candidate is expected to provide evidence of activity and merit for the four current evaluation criteria (previously cited). This evidence, along with a current vita and descriptive narrative, must be assembled and given to the Area Coordinator who will make it available to Area members. These materials must be available at least one week prior to the Area meeting at which formal evaluation will take place. The Area Personnel Representative will advise and assist the candidate in the preparation of this material.

4.2.6 <u>Area Reappointment Action</u>

a. When considering reappointment recommendations, the Area shall resolve into an executive session committee of the whole chaired by the Area Personnel Committee

Representative. When the Area Personnel Committee Representative is being evaluated, the Area shall be chaired by another Area member.

b. The Area will use the four previously cited criteria to evaluate the candidate for reappointment using the evidence provided by the candidate, the peer evaluation of teaching report, and any other evidence relating to the four evaluation criteria deemed appropriate by the Area. The candidate may choose to appear before the Area at the evaluation to make a preliminary statement and answer questions prior to the Area going into closed session for the evaluation.

c. A majority vote in the Area is required for the candidate to be recommended by the Area for reappointment. Voting is by secret ballot.

d. If the Area Personnel Committee Representative votes with the minority in the Area, he/she must announce such action to the Area. The Area will then elect another Personnel Committee Representative to serve on that case only at the Department Personnel Committee evaluation.

e. A formal written evaluation of the candidate for reappointment (prepared by the Area Personnel Committee Representative) will be sent to the Department Personnel Committee and the candidate following its approval by the candidate's Area. This evaluation should be received at least two weeks prior to the deadline for submitting the Department's recommendation to the CCFA Dean's office.

   Area evaluations of candidates should be scheduled so that there is sufficient time for a majority of the Area to read and approve the Area letter that is added to the candidate's file. This requirement may be met in two ways: 1) the letter may be read at an Area meeting (with the candidate excused) and approved at that time by a majority vote; or 2) the letter may be circulated to Area members, in which case a majority of the voting Area members must approve.

f. The Department Personnel Committee will review the written Area evaluation of the candidate and the evidence used in the Area evaluation. The committee will then vote on whether to recommend reappointment to the Chairperson of the Department. A majority vote is required to support reappointment. The Personnel Committee will indicate only support or nonsupport for the candidate in its recommendation to the Department Chairperson. Regardless of the recommendation, the Personnel Committee will forward, along with its recommendation, all materials pertinent to the reappointment decision. These materials include: 1) the Area evaluation report; 2) the report from the peer evaluation of teaching team; and 3) evidence and documents used in the Area evaluation.

g. Upon receipt of the above recommendation and materials from the Personnel Committee, the Department Chairperson shall write and independent recommendation on reappointment.

h. The Department Chairperson shall forward her/his reappointment recommendation and the reappointment recommendation from the Area to the Dean of the College of Communication and Fine Arts.

4.2.7 Notification of a Negative Recommendation

a. When a candidate for reappointment receives a negative recommendation from the Area, the Department Personnel Committee, or the Department Chairperson, the candidate will be notified in writing by a representative of the negative recommending body within three (3) working days of the negative recommendation.

b. A candidate who believes the negative recommendation was unwarranted may exercise the right to appeal. The candidate may appeal the Area recommendation or the Department Chairperson's recommendation subject to the policies and procedures cited below.

4.2.8 Policies and Procedures to Appeal an Area Recommendation for Reappointment

a. The candidate may appeal a negative reappointment recommendation by the Area when a minimum of one-third of the Area vote was in support of the candidate.

b. To appeal the Area recommendation, the candidate for reappointment shall notify the Department Chairperson and the Area Personnel Committee Representative in writing of her/his intent to appeal within three (3) working days following the notification of a negative Area recommendation.

c. Upon receipt of the written notice, the Department Chairperson shall schedule a hearing with the Area within five (5) working days.

d. The hearing shall be conducted as follows:

1) The Department Chairperson shall chair the hearing.

2) The candidate shall present a statement in which he/she explains the grounds for reconsideration.

3) The Area shall have the right to ask questions of information and clarification.

4) The candidate shall have the right to offer a concluding statement.

5) The candidate shall be excused from the hearing.

6) The Area shall discuss the case.

7) The Area shall vote by secret ballot as to support or nonsupport of the appeal. A majority vote is required to sustain the appeal.

8) The Department Chairperson will report to the candidate, in writing, that the appeal was either sustained or denied.

4.2.9 Policies and Procedures to Appeal the Department Chairperson's Recommendation for Reappointment: The appeal procedure shall conform to the current CMU and Faculty Association Agreement.

4.3 Candidates for Tenure

a. The Department Chairperson shall notify the Chairperson of the Personnel Committee of the deadline for submission of tenure recommendations. The Department Chairperson will notify Area Coordinators of impending evaluations.

b. All regular faculty receiving a regular appointment (bargaining unit members) hold a nontenured probationary appointment subject to scheduled review. Probationary appointments are determined and published by the current CMU/Faculty Agreement.

4.3.1 Evaluation Criteria for Tenure

a. Tenure recommendations and decisions are based upon meritorious achievement and promise in the following areas:

   1) Teaching excellence,

   2) scholarly and creative activity,

   3) university service, which may be supplemented by public service related to the candidate's discipline.

b. In addition, tenure recommendations and decisions must consider future University needs.

4.3.2 Definition and Standards for Evaluation Criteria

a. Teaching excellence is considered by this Department to be the single most important evaluative criterion for all tenure decisions.

   1. The candidate's teaching evaluation must demonstrate that the candidate's teaching effectiveness is equal to or superior to that of the tenured faculty in her/his Area. Evaluation of teaching excellence will be based upon the candidate's:

      a) Demonstrated understanding of the subject matter.

      b) Adherence to master syllabi for courses taught.

      c) Effective communication of subject matter to the students in the classroom.

      d) Demonstration of a fair and equitable system for evaluating students in her/his classroom.

      e) Effective advising and counseling of her/his students outside of the classroom.

      f) Effective supervision and evaluation of studio-related activities, internships, and practica (when applicable).

g) Effective direction of student research and creative projects (when applicable).

h) Attendance at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in teaching.

2. Evidence of teaching excellence may be demonstrated by the following (Peer evaluation is required for tenure):

   a) Peer evaluation.

   b) Student opinion surveys.

   c) Unsolicited letters from students or other qualified observers.

   d) Direction of theses and independent study projects.

b. The candidate's Scholarly and/or Creative activity record should demonstrate valuable contributions to the candidate's field of expertise and indicate that the candidate is potentially promotable. These contributions may include the following:

   1. Books, monographs, articles, book chapters, scripts, and reviews published or accepted for publication.

   2. Directing, choreographing, designing, or performing in a major theatre, oral interpretation, or dance production for which both internal and external adjudication occurs.

      a) Candidates who wish productions to be adjudicated must submit a written request for adjudication to the TID Area Coordinator four weeks prior to production.

      b) The internal adjudication will be done by two (2) faculty and/or staff members from TID. One adjudicator will be selected by the TID Area Coordinator from a rotating list of all full-time faculty and staff. The second adjudicator will be selected by the candidate. Each adjudicator will submit a written critique within 10 days of the production to the TID Area Coordinator.

      c) External adjudication will be arranged by the TID Area Coordinator. External adjudications should be forwarded to the faculty member, who will decide whether or not to use them for future personnel decisions.

      d) When qualified internal adjudicators are not available, external adjudicators approved by the TID Area Coordinator, will be substituted for the internal adjudicators. This situation may limit the total number of adjudicators to two.

   3. Adaptation of script material manifested in major theatre and/or oral interpretation production for which both internal and external adjudication occurs.

4. Presentation of work at an international, national, regional, or state conference.

5. Editorship of a scholarly journal or annotated anthology.

6. Writing and/or delivering a public address of merit resulting in publication or receipt of national recognition.

7. Receipt of research/artistic grants.

8. For the Scenic and Lighting Designer:

    a) Each academic year four productions selected by the candidate will be adjudicated. Copies of written adjudications will be provided to the candidate and the TID Area Coordinator.

        1. Two productions will be adjudicated internally by two different TID Area directors not involved in those productions (one director per production). One adjudicator will be selected by the Area Coordinator and the other selected by the candidate.

        2. Each academic year two additional adjudications will be completed by non-CMU Scenic and Lighting designers (one designer per production). The TID Area Coordinator will select the outside adjudicators.

    b) During the third year of retention and during the tenure review, three outside sources will adjudicate a complete production portfolio, including photos, drawings, paperwork and models of productions at CMU. The third year review will contain materials from a minimum of four productions and the tenure year review will contain materials from a minimum of eight productions. The TID Area Coordinator will select the outside adjudicators.

9. Attendance at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in scholarly and/or creative work.

c. University service

1. For most tenure candidates in the Department, University service may be demonstrated by the following:

    a) Contributions through committee work at the Area, Department, College, or University level.

    b) Activities that advance the positive image of the Department, College, or University in the local community.

    c) Activities that promote faculty and student recruitment for the University.

    d) Activities that result in positive public visibility to the Department, College, or University.

    e) Serving as a judge for debate and/or forensic activities outside the Department.

f) Serving as a guest critic for theatre, oral interpretation and/or dance performances outside the Department.

g) Serving as guest speaker and/or performer for events outside the Department.

h) Scholarly conference participation of a secondary nature, such as serving as a respondent, moderator, or chairperson of a convention program.

2. For five specific positions in the Department, University service is regarded as a particularly significant criterion for tenure. These positions are the Director of University Theatre; Director of Debate and Forensics; Director of SDA 101; and Director of Internships; and Scenic and Lighting Designer.

a) The Director of University Theatre may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS: This category relates to those students who are actively involved in the Theatre and Interpretation program.

(a) Oversee the coordination of the University Theatre annual season consistent with student needs and abilities.

(b) Provide administrative support for theatrical opportunities for students beyond the academic programs at CMU (i.e. outside performance specialists in theatre, workshops, attendance at professional touring productions, etc.)

(c) Coordinate student activities beyond the usual UT production schedule:

(1) Be responsible for space assignments for student productions.

(2) Function as the Director of Studio Theatre:

a. Administer Studio Theatre policies as determined by the TID Area.

b. Issue applications, procedures, and keys, as appropriate.

(d) Provide information concerning regional and national auditions, employment and internship opportunities.

2) SERVICE TO THE AREA/DEPARTMENT: The program serves in a co-curricular role: Director of University Theatre functions as a regular faculty member.

(a) Be responsible for the operation and organization of the year-round University Theater production schedule.

(1) Play selections: Coordinate, in consultation with members of the TID Area and other appropriate production personnel:

a. The selection of a balanced season that exposes both students and audiences to a variety of theatrical periods and styles.

b. The dates of the productions and the length of their run.

(2) Budget: (function as Account Director for University Theatre)

a. Establish a budget for the season prior to the first production.

b. Keep accurate, updated budget records.

(3) Supervise the implementation of publicity.

(4) Promote and provide for the touring of UT productions, their transportation, housing, and other needs as required.

(b) Initiate and implement ideas for the continued growth and development of the present program (i.e., audience development, workshops, guest artists)

(c) Schedule use of the performance facilities to meet the needs of the following (priority order):

(1) The University Theatre program and TID students.

(2) The campus and community.

(d) Provide information to the faculty/staff concerning:

(1) Current status of the budget and production costs.

(2) Schedule of facility use.

(3) Supplemental activities.

3) SERVICE TO THE UNIVERSITY: The University Theatre program is seen as a "major window to the community" for the University.

(a) Oversee the coordination of the performance season that exposes students and community to a variety of theatrical periods and styles.

(b) Engage in recruitment (i.e., tours, high school performances, "CMU and You" activities).

(c) Supervise UT publicity both on-and off-campus.

(d) Encourage cooperative programs with other campus departments and agencies.

(The above three service areas will be evaluated by a TID Area approved evaluation form (see Appendix C). The Director of University Theatre may provide additional supporting materials such as unsolicited letters from University Theatre patrons, high school workshop teachers and participants, a log of "outreach" activities, and statements concerning the operation of the University Theatre program.)

b) The Director of Debate and Forensics may use the following to demonstrate applicable service:

1) SERVICE TO UNDERGRADUATE STUDENTS - This category relates to students who are actively involved in the Debate and Forensics program.

(a) Establish a tournament schedule consistent with student needs and abilities.

(b) Arrange/hold practice and analysis sessions with students.

(c) Attend tournaments with students as coach and critic/judge.

(These activities will be measured by a survey (see Appendix D) approved by the IPC Area. Other criteria may include a log of activities).

2) SERVICE TO GRADUATE STUDENTS - The graduate students who would be affected by the Debate and Forensics program would be students who have an interest in becoming forensic educators.

(a) Provide opportunities for graduate students to work directly with participants in the Debate and Forensics program.

(b) Provide direction and training to graduate students in effective coaching techniques.

(c) Provide training to graduate students in administering a debate and forensic program and/or tournament.

(d) Provide evaluation for graduate students working in the Debate and Forensics program.

3) SERVICE TO THE AREA/DEPARTMENT - The Debate and Forensics program serves in a co-curricular role for the Department.

(a) Provide adequate practicum experience.

(b) Recruit undergraduate and graduate students to the SCDA Department.

(c) Administer the Debate/Forensic budget and provide necessary paperwork in a timely fashion.

4) SERVICE TO THE UNIVERSITY - The Debate and Forensics program is seen as a "window to the community" for the University.

   (a) When appropriate, participate in tournaments and programs that are considered national in scope.

   (b) Attend and successfully participate in tournaments and programs at a regional level.

   (c) Provide programs for local organizations.

   (d) Seek media visibility (local and state) for program activities.

   (e) Recruit high school students to the Debate and Forensics program.

   (f) Assist in placing graduate students associated with the Debate and Forensics program.

   (These criteria might be measured by letters of evaluation from regional and national peers, a calendar of tournaments and workshops attended, a list of programs provided in the community, media clippings, an annual list of students attracted to the program, identification of placement of graduates (both B.A. and M.A.), and identification of pre-law/pre-professional students in the program.)

c) SDA 101 Director may use the following to demonstrate applicable service:

   1) SERVICE TO STUDENTS - This category relates to those students enrolled in SDA 101.

      (a) Handle student complaints.

      (b) Select appropriate assignments.

      (c) Maintain high standards of instruction.

      (d) Maintain an effective, standardized syllabus.

      (e) Solicit student input/feedback and respond to same, as necessary.

      (f) Select an appropriate textbook and workbook (if applicable).

      (g) Keep office hours; be available to students.

      (These criteria will be evaluated using Student Opinion Survey forms. Other materials may include unsolicited letters from students, evaluation of course materials by faculty and GTAs, evaluation of course materials by others outside of the University.)

   2) SERVICE TO GTAs – this category relates to GTAs teaching sections of SDA 101.

(a) Train GTAs and provide additional feedback and support throughout the academic year.

(b) Supervise the observation of GTA teaching and arrange for feedback.

(c) Maintain resources for teaching SDA 101 and add new materials, as needed/available.

(d) Solicit GTA feedback concerning assignments, course policies, etc.

(e) Develop the syllabus and daily schedule.

(f) Write and provide for the scoring of exams.

(g) Provide supplementary teaching materials.

(h) Keep office hours, be available to SDA 101 faculty as needed.

(These criteria will be evaluated by an IPC Area approved survey (see Appendix E) administered at least annually to current graduate teaching assistants. Other materials may include unsolicited letters from GTAs, listing of materials created/maintained for GTA use, presentation of course syllabus for critique by committee.)

3) SERVICE TO IPC AREA.

(a) Keep IPC Area informed about course policies and procedures and changes in same.

(b) Seek IPC Area advice before making changes.

(c) Handle day-to-day issues related to SDA 101 (scheduling of courses, assignment of GTAs to sections, arranging for assignments, etc.).

(These criteria will be evaluated using an IPC Area approved survey (see Appendix E) administered to the IPC area.)

4) SERVICE TO DEPARTMENT

(a) Handle student complaints/grievances.

(b) Supervise GTAs,

(c) Serve as liaison with other facilities (i.e., Testing Center, Academic Advising)

(d) Participate in GTA selection.

(e) Maintain credibility of the course within the University.

5) SERVICE TO THE UNIVERSITY

(a) Establish criteria for taking SDA 101 Credit by Examination (and administer this process as needed).

(b) Maintain consistency and high standards across all sections of the course.

(c) Provide for the "special" needs of students.

(d) Seek information about other basic courses as a way to improve SDA 101.

d) Director of Internships may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS: This category relates to students participating in the Internship program.

(a) Develop and maintain adequate screening to ensure quality student involvement.

(b) Pursue and maintain quality placement sites for interns.

(c) Evaluate student performance and provide feedback to students.

(d) Design appropriate assignments associated with internships.

(e) Maintain communication with students, supervisors and others associated with the program; seek feedback and adjust assignments as needed.

(f) Keep communication channels clear through phone calls, on-site visitations, letters and other forms of relevant documentation.

(g) Keep accurate records of intern placement.

(h) Keep students informed of new intern placements and the progress and status of the program.

(i) Disseminate promotional materials for recruitment of students.

(j) Aid students in finding necessary resource materials.

(k) Provide direction to students about possible tasks to be incorporated into the internships.

(Evaluation materials may include unsolicited letters from students, records kept, other correspondence and printed materials pertaining to the program.)

2) SERVICE TO THE AREA/DEPARTMENT

(a) Keep Department faculty informed of new placement sites; update information about the progress and status of the program.

(b) Seek feedback from supervisors and students for improvement.

(c) Maintain professional level contacts.

(d) Keep accurate records of intern placements.

(e) Adequately supervise students, anticipate potential problems, and handle problems with the program as they arise.

(f) Design/maintain methods for promoting the program to potential placement sites.

(g) Keep the Department informed about the program policies/procedures and changes in same.

(h) Seek Department input before making major changes.

(These criteria will be evaluated using a survey administered to faculty in the IPC Area (see Appendix F). Other evaluation materials may include formal and informal observations by the faculty, written feedback from supervisors (formal and informal).)

3) SERVICE TO THE UNIVERSITY

(a) Represent CMU in a professional manner.

(b) Maintain a quality image of CMU and SCDA to the community outside of the University.

(These criteria could be evaluated using unsolicited letters from faculty/staff within the University as well as comments from the Department Chairperson.)

4) SERVICE TO THE "AT LARGE" COMMUNITY:

Provide organizations with the opportunity to utilize students with communication expertise.

e) Scenic and Lighting Designer

1) SERVICE TO THE TID AREA

2) The work of the Scenic and Lighting Designer has a direct impact on many elements of the production process. To gauge the effectiveness of that work, the TID Area may evaluate the following:

a. Oral and written communication with directors and other design/technical personnel;

b. timeliness, quality and completeness of working drawings, models, elevations, etc.;

c. time management;

d. budget management; and

e. other relevant aspects related to the design of scenery and lighting.

4.3.3 Procedures and Requirements for Tenure

4.3.4 Peer evaluation of teaching effectiveness is the most useful tool in assisting the Department's goal of excellence in teaching.

a) Peer evaluation of teaching is one method of providing prima facie evidence for the evaluation of teaching effectiveness.

b) Peer evaluation is mandatory once each year for all faculty until tenure is granted; a peer evaluation must also be conducted in the year a candidate seeks promotion.

c) No later than four weeks prior to the Area's evaluation of the candidate for tenure, a peer evaluation team, consisting of three peers is to be formed.

1. The peer evaluation team shall consist of two peers from the candidate's Area and one peer from the other Area in the Department or from another appropriate department.

2. The candidate for tenure will select one member of the team; IPC and TID Area Coordinators will appoint the other two team members, one from each Area. If scheduling becomes a problem, the Area Coordinator may ask the candidate to select another team member.

3. The Area Coordinator shall designate one team member from the candidate's Area as Chairperson of the peer evaluation team.

d. The peer evaluation team Chairperson, in consultation with the Area Coordinator and the candidate, will select the course or courses to be evaluated and arrange for the class visitations. There are to be three (3) class meetings of observation. Candidates who teach diverse courses may be observed in more than one of these courses (e.g., one graduate and one undergraduate, one large lecture and one small section course, etc.) at the request of either the team Chairperson or the candidate. The third observation visit must be a repeat visit to a course previously observed. All team members will observe the same three class meetings, except in extraordinary circumstances. Should such circumstances arise, the Area Coordinator must be consulted.

e. After the first two observations, the Chairperson of the peer evaluation team shall meet with the candidate for an informal discussion concerning the team's observations. This is an advisory meeting.

f. After all visitations are complete, the peer evaluation team shall meet and prepare a written report which evaluates the teaching effectiveness of the candidate. The report should evaluate the following: understanding of the subject matter, effective communication of subject matter to the students in the classroom, and demonstration of a fair and equitable system for evaluating students. Peer review team members will evaluate textbook selection, the course syllabus and other teaching materials as part of this review process. The report also must include an evaluative statement that rates the candidate's teaching in one of three categories: 1) inferior to, 2) equal to, or 3) superior to the teaching of other tenured faculty in the candidate's Area.

g. Within five (5) working days from the final observation, and at least three (3) working days prior to the Area evaluation of the candidate, the Chairperson of the Peer Evaluation Team shall provide the candidate with a copy of the written report.

h. The written report is presented to the Area in executive session at the time of evaluation of the candidate and a copy is forwarded to the Personnel Committee with the Area recommendation and evaluation.

4.3.5 With the exception of the peer evaluation of teaching report, the candidate is expected to provide evidence of activity and merit for the four current evaluation criteria (previously cited). This evidence, along with a current vita and descriptive narrative, must be assembled and given to the Area Coordinator who will make it available to Area members. These materials must be available at least one week prior to the Area meeting at which the formal evaluation will take place. The Area Personnel Representative will advise and assist the candidate in the preparation of this material.

4.3.6 <u>Area Tenure Action</u>

a. When considering tenure recommendations, the Area shall resolve into an executive session committee of the whole chaired by the Area Personnel Committee Representative. When the Area Personnel Committee Representative is being evaluated, the Area shall be chaired by another Area member.

b. The Area will use the four previously cited criteria to evaluate the candidate for tenure using the evidence provided by the candidate, the peer evaluation of teaching report, and any other evidence relating to the four evaluation criteria deemed appropriate by the Area. The candidate may choose to appear before the Area at the evaluation to make a preliminary statement and answer questions prior to the Area going into closed session for the evaluation.

c. A majority vote in the Area is required for the candidate to be recommended by the Area for tenure. Voting is by secret ballot.

d. If the Area Personnel Committee Representative votes with the minority in the Area, he/she must announce such action to the Area. The Area will then elect another Personnel Committee Representative to serve on that case only at the Department Personnel Committee evaluation.

e. A formal written evaluation of the candidate for tenure (prepared by the Area Personnel Committee Representative) will be sent to the Department Personnel Committee and the candidate following its approval by the candidate's Area. This letter should be received at least two weeks prior to the deadline for submitting the candidate's decision to the CCFA Dean's office.

Area evaluations of candidates should be scheduled so that there is sufficient time for a majority of the Area to read and approve the Area letter that is added to the candidate's file. This requirement may be met in two ways: 1) the letter may be read at an Area meeting (with the candidate excused) and approved at that time by a majority vote; or 2) the letter may be circulated to Area members, in which case a majority of the voting Area members must approve.

f. The Department Personnel Committee will review the written Area evaluation of the candidate and the evidence used in the Area evaluation. The committee will then vote on whether to recommend tenure to the Chairperson of the Department. A majority vote is required to support tenure. The Personnel Committee will indicate only support or nonsupport for the candidate in its recommendation to the Department Chairperson. Regardless of the recommendation, the Personnel Committee will forward, along with its recommendation, all materials pertinent to the tenure decision. These materials include : 1) the Area evaluation report; 2) the report from the peer evaluation of teaching team; and 3) evidence and documents used in the Area evaluation.

g. Upon receipt of the above recommendation and materials from the Personnel Committee, the Department Chairperson shall write an independent recommendation on tenure.

h. The Department Chairperson shall forward her/his tenure recommendation and the tenure recommendation from the Area to the Dean of the College of Communication and Fine Arts.

4.3.7 Notification of a Negative Tenure Recommendation

a. When a candidate for tenure receives a negative recommendation from the Area, or the Department Chairperson, the candidate will be notified in writing by a representative of the negative recommending body within three (3) working days of the negative recommendation.

b. A candidate who believes the negative recommendation was unwarranted may exercise the right to appeal. The candidate may appeal the Area recommendation or the Department Chairperson's recommendation subject to the policies and procedures cited below.

4.3.8 Policies and Procedures to Appeal an Area Recommendation for Tenure

a. The candidate may appeal a negative tenure recommendation by the Area when a minimum of one-third of the Area vote was in support of the candidate.

b. To appeal the Area recommendation, the candidate for tenure shall notify the Department Chairperson and the Area Personnel Committee Representative in writing of her/his intent to appeal within three (3) working days following the notification of a negative Area recommendation.

c. Upon receipt of the written notice, the Department Chairperson shall schedule a hearing with the Area within five (5) working days.

d. The hearing shall be conducted as follows:

   1. The Department Chairperson shall chair the hearing.

   2. The candidate shall present a statement in which he/she explains the grounds for reconsideration.

   3. The Area shall have the right to ask questions of information and clarification.

   4. The candidate shall have the right to offer a concluding statement.

   5. The candidate shall be excused from the hearing.

   6. The Area shall discuss the case.

   7. The Area shall vote by secret ballot as to support or nonsupport of the appeal. A majority vote is required to sustain the appeal.

   8. The Department Chairperson will report to the candidate, in writing, that the appeal was either sustained or denied.

4.3.9 <u>Policies and Procedures to Appeal the Department Chairperson's Recommendation for Tenure:</u>

The appeal procedure shall conform to the current CMU and Faculty Association <u>Agreement</u>.

4.4 <u>Candidates for Promotion</u>

a. The minimum time required in a rank before promotion to a higher rank is four (4) years. In extraordinary circumstances, upon mutual agreement of the Department, Dean and Provost, an exception may be made to the minimum amount of service required.

b. Faculty who wish to be considered for promotion in a given academic year shall so notify, in writing, their Area Coordinator and Department Chairperson before the end of the third week of the fall semester.

c. Upon notification from the candidate, the Department Chairperson shall notify the Chairperson of the Personnel Committee of the deadline for submission of tenure recommendations. The Department Chairperson will notify Area Coordinators of impending evaluations.

4.4.1 <u>Evaluation Criteria for Promotion</u>

a. Promotion recommendations and decisions are based upon meritorious achievement in the following areas:

   1. Teaching excellence,

2. scholarly and creative activity, and

3. university service, which may be supplemented by public service related to the candidate's discipline.

b. Promotion decisions area also based on future University needs.

4.4.2. Definition and Standards for Evaluation Criteria

a. Teaching excellence is considered by this Department to be the single most important evaluative criterion for all promotion decisions.

1. The candidate's teaching evaluation must demonstrate that the candidate's teaching effectiveness is equal to or superior to that of the tenured faculty in her/his Area. Evaluation of teaching excellence will be based upon the candidate's:

a) Demonstrated understanding of the subject matter.

b) Adherence to master syllabi for courses taught.

c) Effective communication of subject matter to the students in the classroom.

d) Demonstration of a fair and equitable system for evaluating students in her/his classroom.

e) Effective advising and counseling of her/his students outside of the classroom.

f) Effective supervision and evaluation of studio-related activities, internships, and practica (when applicable).

g) Effective direction of student research and creative projects (when applicable).

h) Attendance at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in teaching.

2. Evidence of teaching excellence may be demonstrated by the following (Peer evaluation is required for promotion):

a) Peer evaluation.

b) Student opinion surveys.

c) Unsolicited letter from students or other qualified observers.

d) Direction of theses and independent study projects.

b. The candidate's Scholarly and Creative activity must demonstrate a significant record of professional contributions of value to the candidate's field of expertise. The contributions may include the following:

1. Books, monographs, articles, book chapters, scripts, and reviews published or accepted for publication.

2. Directing, choreographing, designing or performing in a major theatre, oral interpretation, or dance production for which both internal and external adjudication occurs.

    a) Candidates who wish productions to be adjudicated must submit a written request for adjudication to the TID Area Coordinator four weeks prior to the production.

    b) The internal adjudication will be done by two (2) faculty and/or staff members from TID. One adjudicator will be selected by the TID Area Coordinator from a rotating list of all full-time faculty and staff. The second adjudicator will be selected by the candidate. Each adjudicator will submit a written critique within ten (10) days of the production to the TID Area Coordinator.

    c) External adjudication will be arranged by the TID Area Coordinator. External adjudications should be forwarded to the faculty member, who will decide whether or not to use them for future personnel decisions.

    d) When qualified internal adjudicators are not available, external adjudicators approved by the TID Area Coordinator, will be substituted for the internal adjudicators. This situation may limit the total number of adjudicators to two

3. Adaptation of script material manifested in major theatre and/or oral interpretation production for which both internal and external adjudication occurs.

4. Presentation of work at an international, national, regional, or state conference.

5. Editorship of a scholarly journal or annotated anthology.

6. Writing and/or delivering a public address of merit resulting in publication or receipt of national recognition.

7. Receipt of research/artistic grants.

8. For the Scenic and Lighting Designer:

    a) Each academic year four productions selected by the candidate will be adjudicated. Copies of written adjudications will be provided to the candidate and the TID Area Coordinator.

        1. Two productions will be adjudicated internally by two different TID Area directors not involved in those productions (one director per

production). One adjudicator will be selected by the Area Coordinator and the other selected by the candidate.

2. Each academic year two additional adjudications will be completed by non-CMU Scenic and Lighting designers (one designer per production). The TID Area Coordinator will select the outside adjudicators.

b) During the third year of retention and during the tenure review, three outside sources will adjudicate a complete production portfolio, including photos, drawings, paperwork and models of productions at CMU. The third year review will contain materials from a minimum of four productions and the tenure year review will contain materials from a minimum of eight productions. The TID Area Coordinator will select the outside adjudicators.

9. Attendance at workshops, symposia, conferences, and seminars designed to update and/or augment professional experience in scholarly and/or creative work.

c. University Service

1. For most promotion candidates in the Department, University service may be demonstrated by the following:

a) Contribution through committee work at the Area, Department, College, or University level.

b) Activities that advance the positive image of the Department, College, or University in the local community.

c) Activities that promote faculty and student recruitment for the University.

d) Activities that result in positive public visibility to the Department, College, or University.

e) Serving as a judge for debate and/or forensic activities outside the Department.

f) Serving as guest critic for theatre, oral interpretation and/or dance performances outside the Department.

g) Serving as guest speaker and/or performer for events outside the Department.

h) Scholarly conference participation of a secondary nature, such as serving as a respondent, moderator, or chairperson of a convention program.

2. For five specific positions in the Department, University service is regarded as a particularly significant criterion for promotion, and for which special expectations are held. These positions are the Director of University Theatre; Director of Debate and Forensics; Director of SDA 101; and Director of Internships; and Scenic and Lighting Designer.

a) The Director of University Theatre may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS: This category relates to those students who are actively involved in the Theatre and Interpretation program.

   (a) Oversee the coordination of the University Theatre annual season consistent with student needs and abilities.

   (b) Provide administrative support for theatrical opportunities for students beyond the academic programs at CMU (i.e., outside performance specialists in theatre, workshops, attendance at professional touring productions, etc.)

   (c) Coordinate student activities beyond the usual UT production schedule:

      (1) Be responsible for space assignments for student productions.

      (2) Function as the Director of Studio Theatre.

         a. Administer Studio Theatre policies as determined by the TID Area.

         b. Issue applications, procedures, and keys, as appropriate.

   (d) Provide information concerning regional and national auditions, employment and internship opportunities.

2) SERVICE TO THE AREA/DEPARTMENT: The program serves in a co-curricular role: Director of University Theatre functions as a regular faculty member.

   (a) Be responsible for the operation and organization of the year-round University Theatre production schedule.

      (1) Play selections: Coordinate, in consultation with members of the TID Area and other appropriate production personnel:

         a. The selection of a balanced season that exposes both students and audiences to a variety of theatrical periods and styles.

         b. The dates of the productions and the length of their run.

      (2) Budget: (function as Account Director for University Theatre)

         a. Establish a budget for the season prior to the first production.

         b. Keep accurate, updated budget records.

      (3) Supervise the implementation of publicity.

(4) Promote and provide for the touring of UT productions, their transportation, housing, and other needs as required.

(b) Initiate and implement ideas for the continued growth and development of the present program (i.e., audience development, workshops, guest artists)

(1) Be responsible for recruitment.

(c) Schedule use of the performance facilities to meet the needs of the following (priority order):

(1) The University Theatre program and TID students.

(2) The campus and community.

(d) Provide information to the faculty/staff concerning:

(1) Current status of the budget and production costs.

(2) Schedule of facility use.

(3) Supplemental activities.

3) SERVICE TO THE UNIVERSITY: The University Theatre program is seen as a "major window to the community" for the University.

(a) Oversee the coordination of the performance season that exposes students and community to a variety of theatrical periods and styles.

(b) Engage in recruitment (i.e., tours, high school performances, "CMU and You" activities).

(c) Supervise UT publicity both on-and off-campus.

(d) Encourage cooperative programs with other campus departments and agencies.

(The above three service areas will be evaluated by a TID Area-approved evaluation form (see Appendix C). The Director of University Theatre may provide additional supporting materials such as unsolicited letters from University Theatre patrons, high school workshop teachers and participants, a log of "outreach" activities, and statements concerning the operation of the University Theatre program.)

f) The Director of Debate and Forensics may use the following to demonstrate applicable service:

1) SERVICE TO UNDERGRADUATE STUDENTS - This category relates to students who are actively involved in the Debate and Forensics program.

(a) Establish a tournament schedule consistent with student needs and abilities.

(b) Arrange/hold practice and analysis sessions with students.

(c) Attend tournaments with students as coach and critic/judge.

(These activities will be measured by a survey approved by the IPC Area (see Appendix D). Other criteria may include a log of activities.)

2) SERVICE TO GRADUATE STUDENTS - The graduate students who would be affected by the Debate and Forensics program would be those students who have an interest in becoming forensic educators.

(a) Provide opportunities for graduate students to work directly with participants in the Debate and Forensics program.

(b) Provide direction and training to graduate students in effective coaching techniques.

(c) Provide training to graduate students in administering a forensic program and/or tournament.

(d) Provide evaluation for graduate students working in the Debate and Forensics program.

3) SERVICE TO THE AREA/DEPARTMENT - The Debate and Forensics program serves in a co-curricular role for the Department.

(a) Provide adequate practicum experience.

(b) Recruit undergraduate and graduate students to the Department.

(c) Administer the Debate/Forensic budget and provide necessary paperwork in a timely fashion.

4) SERVICE TO THE UNIVERSITY - The Debate and Forensics program is seen as a “window to the community” for the University.

(a) Where appropriate, participate in tournaments and programs that are considered national in scope.

(b) Attend and successfully participate in tournaments and programs at a regional level.

(c) Provide programs for local organizations.

(d) Seek media visibility (local and state) for program activities.

(e) Recruit high school students to the Debate and Forensics program.

(f) Assist in placing graduate students associated with the Debate and Forensics program.

(These criteria might be measured by letters of evaluation from regional and national peers, a calendar of tournaments and workshops attended, a list of programs provided in the community, media clippings, an annual list of students attracted to the program, identification of placement of graduates (both B.A. and M.A.), and identification of pre-law/pre-professional students in the program).

g) SDA 101 Director may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS - This category relates to those students enrolled in SDA 101.

(a) Handle student complaints.

(b) Select appropriate assignments.

(c) Maintain high standards of instruction.

(d) Maintain an effective, standardized syllabus.

(e) Solicit student input/feedback and respond to same, as necessary.

(f) Select an appropriate textbook and workbook (if applicable).

(g) Keep office hours; be available to students.

(These criteria will be evaluated using Student Opinion Survey forms. Other materials may include unsolicited letters from students, evaluation of course materials by faculty and GTAs, evaluation of course materials by others outside of the University.)

2) SERVICE TO GTAs – this category relates to GTAs teaching sections SDA 101.

(a) Train GTAs and provide additional feedback and support throughout the academic year.

(b) Supervise the observation of GTA teaching and arrange for feedback.

(c) Maintain resources for teaching SDA 101 and add new materials, as needed/available.

(d) Solicit GTA feedback concerning assignments, course policies, etc.

(e) Develop the syllabus and daily schedule.

(f) Write and provide for the scoring of exams.

(g) Provide supplementary teaching materials.

(h) Keep office hours, be available to SDA 101 faculty as needed.

(These criteria will be evaluated by an IPC Area approved survey (see Appendix E) administered at least annually to current graduate teaching assistant. Other materials may include unsolicited letters from GTAs, listing of materials created/maintained for GTA use, presentation of course syllabus for critique by committee.)

3) SERVICE TO IPC AREA

(a) Keep IPC Area informed about course policies and procedures and change in same.

(b) Seek IPC Area advice before making changes.

(c) Handle day-to-day issues related to SDA 101 (scheduling of courses, assignment of GTAs to sections, arranging for assignments, etc.).

(These criteria will be evaluated using an IPC Area approved survey (see Appendix E) administered to the IPC Area.)

4) SERVICE TO DEPARTMENT

(a) Handle student complaints/grievances.

(b) Supervise GTAs.

(c) Serve as liaison with other facilities (i.e., Testing Center, Academic Advising)

(d) Participate in GTA selection.

(e) Maintain credibility of the course within the University.

5) SERVICE TO THE UNIVERSITY

(a) Establish criteria for taking SDA 101 Credit by Examination (and administer this process as needed).

(b) Maintain consistency and high standards across all sections of the course.

(c) Provide for the "special" needs of students.

(d) Seek information about other basic courses as a way to improve SDA 101.

h) Director of Internships may use the following to demonstrate applicable service:

1) SERVICE TO STUDENTS: This category relates to students participating in the Internship program.

   (a) Develop and maintain adequate screening to ensure quality student involvement.

   (b) Pursue and maintain quality placement sites for interns.

   (c) Evaluate student performance and provide feedback to students.

   (d) Design appropriate assignments associated with internships.

   (e) Maintain communication with students, supervisors, and others associated with the program; seek feedback and adjust assignments as needed.

   (f) Keep communication channels clear through phone calls, on-site visitations, letters and other forms of relevant documentation.

   (g) Keep accurate records of intern placement.

   (h) Keep students informed of new intern placements and the progress and status of the program.

   (i) Disseminate promotional materials for recruitment of students.

   (j) Aid students in finding necessary resource materials.

   (k) Provide direction to students about possible tasks to be incorporated into the internships.

   (Evaluation materials may include unsolicited letters from students, records kept, other correspondence and printed materials pertaining to the program.)

2) SERVICE TO THE AREA/DEPARTMENT

   (a) Keep Department faculty informed of new placement sites; update information about the progress and status of the program.

   (b) Seek feedback from supervisors and students for improvement.

   (c) Maintain professional level contacts.

   (d) Keep accurate records of intern placements.

   (e) Adequately supervise students, anticipate potential problems, and handle problems with the program as they arise.

   (f) Design/maintain methods for promoting the program to potential placement sites.

(g) Keep the Department informed about the program policies/procedures and changes in same.

(h) Seek Department input before making major changes.

(These criteria will be evaluated using a survey (see Appendix F) administered to faculty in the Area. Other evaluation materials may include formal and informal observations by the faculty, written feedback from supervisors (formal and informal.).)

3) SERVICE TO THE UNIVERSITY

(a) Represent CMU in a professional manner.

(b) Maintain a quality image of CMU and SCDA to the community outside of the University.

(These criteria could be evaluated using unsolicited letters from faculty/staff within the University as well as comments from the Department Chairperson.)

4) SERVICE TO THE "AT LARGE" COMMUNITY:

Provide organizations with the opportunity to utilize students with communication expertise.

i) Scenic and Lighting Designer

1) SERVICE TO THE TID AREA

2) The work of the Scenic and Lighting Designer has a direct impact on many elements of the production process. To gauge the effectiveness of that work, the TID Area may evaluate the following:

a. Oral and written communication with directors and other design/technical personnel;

b. timeliness, quality and completeness of working drawings, models, elevations, etc.;

c. time management;

d. budget management; and

e. other relevant aspects related to the design of scenery and lighting.

4.4.3 <u>Procedures and Requirements for Promotion</u>

4.4.4 <u>Peer evaluation of teaching effectiveness is the most useful tool in assisting the Department's goal of excellence in teaching</u>

a. Peer evaluation of teaching is one method of providing prima facie evidence for the evaluation of teaching effectiveness.

b. Peer evaluation is mandatory once each year for all faculty until tenure is granted; a peer evaluation must also be conducted in the year a candidate seeks promotion.

c. No later than four weeks prior to the Area's evaluation of the candidate for promotion, a peer evaluation team, consisting of three peers is to be formed.

   (1) The peer evaluation team shall consist of two peers from the candidate's Area and one peer from the other Area in the Department or from another appropriate department.

   (2) The candidate for promotion will select one member of the team; IPC and TID Area Coordinators will appoint the other two team members, one from each Area. If scheduling becomes a problem, the Area Coordinator may ask the candidate to select another team member.

   (3) The Area Coordinator shall designate one team member from the candidate's Area as Chairperson of the peer evaluation team.

d. The peer evaluation team Chairperson, in consultation with the Area Coordinator and the candidate, will select the course or courses to be evaluated and arrange for the class visitations. There are to be three (3) class meetings of observation. Candidates who teach diverse courses may be observed in more than one of these courses (e.g., one graduate and one undergraduate, one large lecture and one small section course, etc.) at the request of either the team Chairperson or the candidate. The third observation visit must be a repeat visit to a course previously observed. All team members will observe the same three class meetings, except in extraordinary circumstances. Should such circumstances arise, the Area Coordinator must be consulted.

e. After the first two observations, the Chairperson of the Peer Evaluation Team shall meet with the candidate for an informal discussion concerning the team's observations. This is an advisory meeting.

f. After all visitations are complete, the Peer Evaluation Team shall meet and prepare a written report which evaluates the teaching effectiveness of the candidate. The report should evaluate the following: understanding of the subject matter, effective communication of subject matter to the students in the classroom, and demonstration of a fair and equitable system for evaluating students. Peer review team members will evaluate textbook selection, the course syllabus and other teaching materials as part of this review process. The report also must include an evaluative statement that rates the candidate's teaching in one of three categories: 1) inferior to, 2) equal to, or 3) superior to the teaching of other tenured faculty in the candidate's Area.

g. Within five (5) working days from the final observation, and at least three (3) working days prior to the Area evaluation of the candidate, the Chairperson of the Peer Evaluation Team shall provide the candidate with a copy of the written report.

h. The written report is presented to the Area in executive session at the time of evaluation of the candidate and a copy is forwarded to the Personnel Committee with the Area recommendation and evaluation.

4.4.5. With the exception of the peer evaluation of teaching report, the candidate is expected to provide evidence of activity and merit for the four current evaluation criteria (previously cited). This evidence, along with a current vita and descriptive narrative, must be assembled and given to the Area Coordinator who will make it available to the Area members. These materials must be available at least one week prior to the Area meeting at which formal evaluation will take place. The Area Personnel Representative will advise and assist the candidate in the preparation of this material.

4.4.6. Area Promotion Action

a. When considering promotion recommendations, the Area shall resolve into an Executive Session Committee of the whole chaired by the Area Personnel Committee Representative. When the Area Personnel Committee Representative is being evaluated, the Area shall be chaired by another Area member.

b. The Area will use the four previously cited criteria to evaluate the candidate for promotion using the evidence provided by the candidate, the peer evaluation of teaching report, and any other evidence relating to the four evaluation criteria deemed appropriate by the Area. The candidate may choose to appear before the Area at the evaluation to make a preliminary statement and answer questions prior to the Area going into closed session for the evaluation.

c. A majority vote in the Area is required for the candidate to be recommended by the Area for promotion. Voting is by secret ballot.

d. If the Area Personnel Committee Representative votes with the minority in the Area, he/she must announce such action to the Area. The Area will then elect another Personnel Committee Representative to serve on that case only at the Department Personnel Committee evaluation.

e. A formal written evaluation of the candidate for promotion (prepared by the Area Personnel Committee Representative) will be sent to the Department Personnel Committee and the candidate following its approval by the candidate's Area.

This evaluation should be received at least two weeks prior to the deadline for submitting the Department's recommendation to the CCFA Dean's office.

Area evaluations of candidates should be scheduled so that there is sufficient time for a majority of the Area to read and approve the Area letter that is added to the candidate's file. This requirement may be met in two ways: 1) the letter may be read at an Area meeting (with the candidate excused) and approved at the time by a majority vote; or 2) the letter may be circulated to Area members, in which case a majority of the voting Area members must approve.

f. The Department Personnel Committee will review the written Area evaluation of the candidate and the evidence used in the Area evaluation. The committee will then vote on whether to recommend promotion to the Chairperson of the Department. A majority vote is required to support promotion. The Personnel Committee will indicate only support or nonsupport for the candidate in its recommendation to the Department Chairperson. Regardless of the recommendation, the Personnel Committee will forward, along with its recommendation, all materials pertinent to the promotion decision. These materials include: 1) the Area evaluation report; 2) the report from the peer evaluation of teaching team; and 3) evidence and documents used in the Area evaluation.

g. Upon receipt of the above recommendation and materials from the Personnel Committee, the Department Chairperson shall write an independent recommendation on promotion.

h. The Department Chairperson shall forward her/his promotion recommendation and the promotion recommendation from the Area to the Dean of the College of Communication and Fine Arts.

4.4.7 Notification of a Negative Recommendation

a. When a candidate for promotion receives a negative recommendation from the Area, the Department Personnel Committee, or the Department Chairperson, the candidate will be notified in writing by a representative of the negative recommending body within three (3) working days of the negative recommendation.

b. A candidate who believes the negative recommendation was unwarranted may exercise the right to appeal. The candidate may appeal the Area recommendation or the Department Chairperson's recommendation subject to the polices and procedures cited below.

4.4.8 Policies and Procedures To Appeal an Area Recommendation for Promotion

a. The candidate may appeal a negative promotion recommendation by the Area when a minimum of one-third of the Area vote was in support of the candidate.

b. To appeal the Area recommendation, the candidate for promotion shall notify the Department Chairperson and the Area Personnel Committee Representative in writing of her/his intent to appeal within three (3) working days following the notification of a negative Area recommendation.

c. Upon receipt of the written notice, the Department Chairperson shall schedule a hearing with the Area within five (5) working days.

d. The hearing shall be conducted as follows:

1. The Department Chairperson shall chair the hearing.
2. The candidate shall present a statement in which he/she explains the grounds for reconsideration.
3. The Area shall have the right to ask questions of information and clarification.
4. The candidate shall have the right to offer a concluding statement.
5. The candidate shall be excused from the hearing.

6. The Area shall discuss the case.

7. The Area shall vote by secret ballot as to support or nonsupport of the appeal. A majority vote is required to sustain the appeal.

8. The Department Chairperson will report to the candidate, in writing, that the appeal was either sustained or denied.

4.4.9 Policies and Procedures to Appeal the Department Chairperson's Recommendation for Promotion: The appeal procedure shall conform to the current CMU and Faculty Association Agreement.

4.5 Absence from Classes – Faculty and Staff

a. Whenever a faculty member is to be absent from a scheduled class meeting for professional or personal reasons, a Class Absence Form must be filed with the Department Chairperson. The Dean's Office should be notified when the Department Chairperson intends to be absent.

b. Whenever a faculty member is ill, that fact should be reported immediately to the Departmental Secretary.

c. In case of accident to a faculty member, the Chairperson shall notify the Office of the Dean of Communication and Fine Arts.

4.6 Leaves of Absence

a. Procedures for all types of leaves are described in the current faculty Agreement.

b. The procedure for applying for a sabbatical leave is as follows:

   1. The individual will present the proposal to the individual's Area for approval.

   2. If approved by the Area, the proposal will be forwarded to the Department Chair.

   3. The Chair, upon the advice of the Administrative Council, will either recommend or not recommend the proposal to the Dean of Communication and Fine Arts by the deadline date specified in the faculty Agreement.

c. Leaves of absence for staff will follow the procedures outlined in the appropriate staff contract/handbook.

4.7 Procedures for Retrenchment

a. Any retrenchment that affects faculty or staff in SCDA will follow the procedures outlined in the current applicable contracts.

b. Any SCDA retrenchment policies not covered by the current applicable contracts and handbooks must be recommended by the Administrative Council and approved by the Department as a whole.

4.8 Procedures for Teaching through ProfEd

a. Faculty wishing to teach through ProfEd shall follow the procedures specified in the current faculty Agreement.

b. Approval of instructors through ProfEd shall rest with the Department Chair. The Chair may seek advice from Area Coordinators.

c. Areas will determine appropriate formats for courses taught through ProfEd.

4.9 Procedures for Teaching Summer Sessions

a. Based upon faculty availability, student, and programmatic needs, Area Coordinators will recommend summer courses to the Department Chair.

b. Final recommendations on summer appointments will be made by the Chairperson of the Department, in consultation with the Administrative Council.

4.10 Procedures for Selection of New Faculty and Professional Administrators

a. The Area will generate a description for the open position.

b. The designated search committee is responsible for soliciting applications for open positions and will provide preliminary evaluation for the Area.

c. The Area will then recommend a short list of candidates to the Department Chair, who will relay that information to the Dean's Office and the Affirmative Action Office.

d. The Chairperson then requests permission of the Dean to issue a formal invitation to the candidate(s) to visit the campus.

e. Following the campus visit(s), the Area meets in executive session, evaluates and ranks the candidate(s) and makes a recommendation to the Department Chairperson.

f. The Department Chairperson will seek approval for the ranked candidates from the Dean's Office and the Office of Affirmative Action. Upon this approval, the Chair will negotiate an offer with the desired candidate.

4.10.1 Procedures for Temporary Faculty, Office Professionals, Supervisory-Technical, and Other Staff Positions

a. Appointments designated as temporary faculty will be made consistent with the "Policy on Temporary Faculty" as approved by the Board of Trustees.

b. Departmental procedures for selection of Office Professionals, Supervisory-Technical and other staff positions will be determined by the Administrative Council.

c. Staff personnel will be evaluated consistent with the appropriate contract/handbook.

4.11 Graduate Faculty Selection: In order to become a member of the graduate faculty, one must receive approval from the College of Graduate Studies. (Procedures and requirements are available from the College of Graduate Studies.)

4.12 Graduate Assistants

a. Each Area has primary responsibility to seek qualified graduate students.

b. Assignments and expectations:

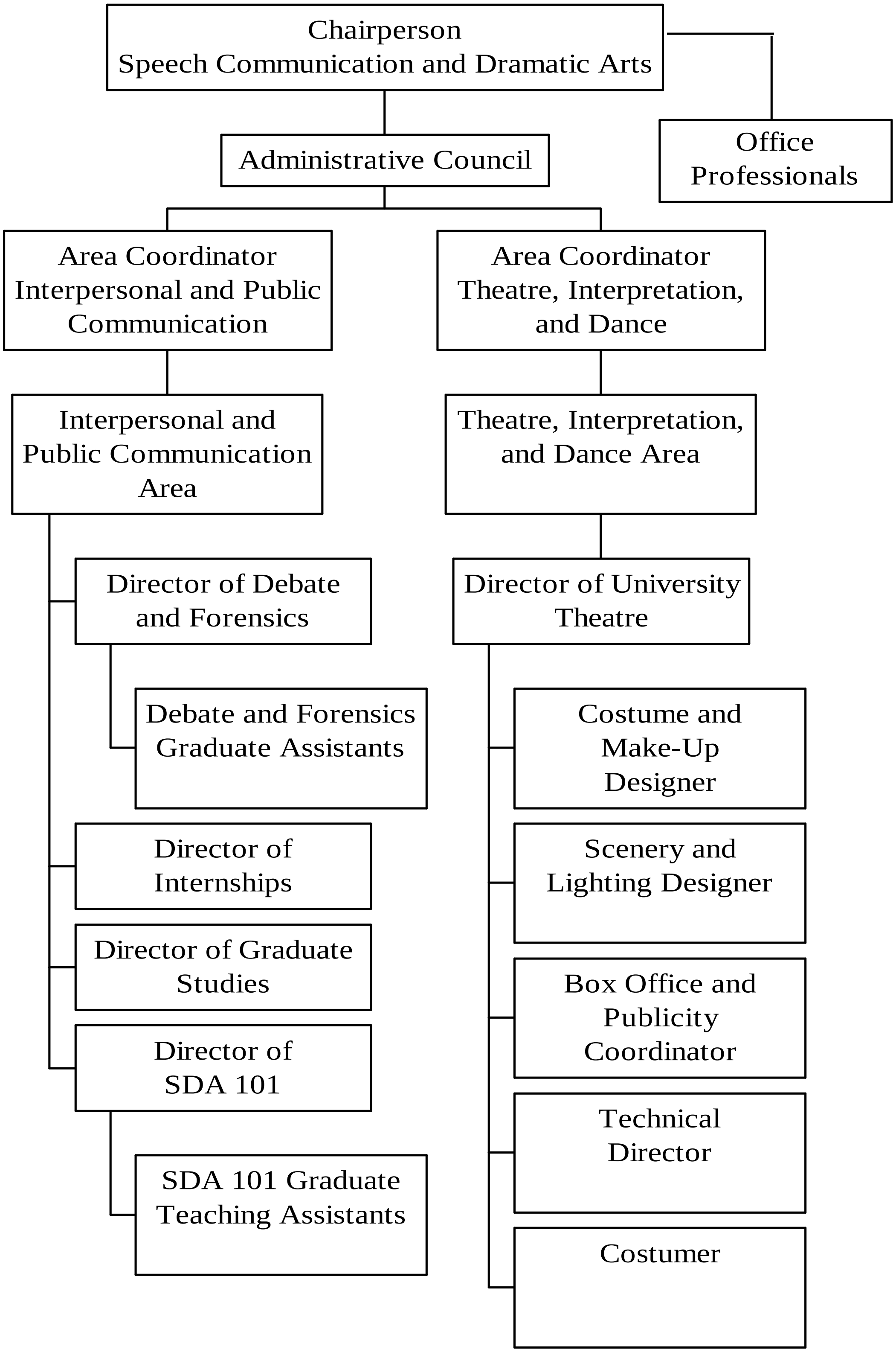
1. Graduate assistantships are awarded by the Department normally for one academic year, with possible renewal.

2. Each graduate assistant employed by the Department is expected to fulfill responsibilities to the satisfaction of the Department.

3. Graduate assistants are expected to satisfactorily complete a minimum of nine (9) hours per semester of residence. Exceptions may be authorized by the Area Coordinator.

APPENDIX A

Department of Communication and Dramatic Arts
Organizational Chart



APPENDIX B

DEPARTMENT OF COMMUNICATION AND DRAMATIC ARTS

Department Chairperson Evaluation

All full-time regular and temporary faculty and P&A members of the department are asked to participate in this evaluation by completing this questionnaire. Respondents are asked to provide area identification but should otherwise remain anonymous.

Please respond to each item as it relates to your assessment of the Department Chairperson. The following scale should be used to for each item:

5 = very well
4 = satisfactory
3 = inconsistent
2 = needs attention
1 = poorly done
NA = not applicable/not known

Upon completing these items, you are asked to provide other specific comments or suggestions concerning the chairperson which you feel would be helpful in this evaluation. Please put your completed questionnaire in Nancy Buerkel-Rothfuss' mailbox. Thanks!

The Chairperson:

1. Represents and maintains credibility of departmental interests and viewpoints to higher administration officers.

   5 4 3 2 1 NA

2. Maintains credibility of departmental requests and recommendations to the administration.

   5 4 3 2 1 NA

3. Communicates the administration's views to the department.

   5 4 3 2 1 NA

4. Argues for exceptions to administration views when necessary.

   5 4 3 2 1 NA

5. Implements and follows up on policies made by committees, areas, and/or faculty-staff as a whole.

   5 4 3 2 1 NA

6. Takes positive steps for program development.

   5 4 3 2 1 NA

7. Formulates departmental policy through published and agreed upon policies involving committees and departmental members as a whole.

5	4	3	2	1	NA

8. Contributes to high departmental morale.

5	4	3	2	1	NA

9. Follows procedural due process in personnel polices with respect to individual faculty members.

5	4	3	2	1	NA

10. Keeps the department informed of the financial state of the department.

5	4	3	2	1	NA

11. Is open to divergent viewpoints among faculty.

5	4	3	2	1	NA

12. Gives adequate notice of deadlines.

5	4	3	2	1	NA

13. Is available to the faculty.

5	4	3	2	1	NA

14. Is impartial in regard to sex, rank, national origin, age, etc.

5	4	3	2	1	NA

15. Maintains balance among the several aspects of the professional role of a department member.

5	4	3	2	1	NA

16. Presides over departmental meetings in accord with democratic and/or parliamentary procedure.

5	4	3	2	1	NA

17. Is able to separate the function of the chairperson from “personal favors” in dealing with you individually and with others.

5	4	3	2	1	NA

18. Keeps the faculty apprised of departmental academic activities.

5	4	3	2	1	NA

19. Is able to get along with the departmental faculty members.

5	4	3	2	1	NA

20. Requests and utilizes faculty input in evaluation of staff.

5	4	3	2	1	NA

21. Is prepared for departmental meetings.

5	4	3	2	1	NA

22. Area Affiliation: _____TID _____IPC

Additional Comments:

APPENDIX C

<u>TID Area Evaluation of the Director of University Theatre</u>

All full-time regular faculty and TID Area PAs and STs are asked to participate in this evaluation by completing this questionnaire.

Please respond to each item as it relates to your assessment of the DUT. The following scale should be used for each item:

3 = very well
2 = satisfactory
1 = needs attention
U = unknown or unable to evaluate

Upon completing these items, you may also provide other specific comments or suggestions concerning the DUT which you feel would be helpful in this evaluation. Please return your completed questionnaire to the TID Area Coordinator. Thank you.

The DUT:

1. Provides administrative support for theatrical opportunities beyond the academic program.

   3 2 1 U

2. Administers University Theatre and Studio Theatre policies as determined by TID Area.

   3 2 1 U

3. Applies University Theatre and Studio Theatre policies equitably to students and faculty.

   3 2 1 U

4. Provides information concerning auditions, graduate schools, internships and employment opportunities.

   3 2 1 U

5. Schedules use of University Theatre spaces according to established priority.

   3 2 1 U

6. Coordinates season selection with appropriate TID Area faculty and staff, and other personnel (e.g., Music Theatre Interdisciplinary Council).

   3 2 1 U

7. Prepares and coordinates performance schedule.

3 2 1 U

8. Provides for “best possible” season for students, faculty and staff, CMU community, and mid-Michigan region within the limitations of time, budget, plays proposed, etc.

3 2 1 U

9. Establishes UT budget.

3 2 1 U

10. Maintains accurate budget records.

3 2 1 U

11. Keeps TID Area informed on budgetary matters.

3 2 1 U

12. Supervises implementation of UT publicity.

3 2 1 U

13. Provides administrative support for special performances of UT productions (e.g., school matinees, tours, etc.)

3 2 1 U

14. Engages in recruitment (e.g., facility tours, school performances, CMU and You Day activities, etc).

3 2 1 U

Comments:

Approved in the TID Area May, 2000.

APPENDIX D

IPC Area Evaluation of the Director of Forensics

1. The DOF establishes a tournament schedule consistent with student needs and abilities.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

2. The DOF arranges/holds practice and analysis sessions with students.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

3. The DOF attends tournaments with students as coach/critic.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

4. The DOF provides opportunities for graduate students to work directly with participants in the program.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

5. The DOF provides direction and training to graduate students in effective coaching techniques.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

6. The DOF provides training to graduate students in administering a forensic program and/or tournament.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

7. The DOF provides evaluation for graduate students working in the Debate and Forensics program.

_____	_____	_____	_____	_____
5 Strongly Agree	4	3	2	1 Strongly Disagree

8. The DOF provides adequate practicum experience for students.

_____	_____	_____	_____	_____
5 Strongly Agree	4	3	2	1 Strongly Disagree

9. The DOF recruits undergraduate and graduate students to the Debate and Forensics Program.

_____	_____	_____	_____	_____
5 Strongly Agree	4	3	2	1 Strongly Disagree

10. The DOF administers the Debate and Forensics program budget and provides necessary paperwork in a timely fashion.

_____	_____	_____	_____	_____
5 Strongly Agree	4	3	2	1 Strongly Disagree

11. When appropriate, the DOF enters students in tournaments and programs that are considered national in scope.

_____	_____	_____	_____	_____
5 Strongly Agree	4	3	2	1 Strongly Disagree

12. The DOF enters students in tournaments that are regional in scope with the intention of having students participate successfully.

_____	_____	_____	_____	_____
5 Strongly Agree	4	3	2	1 Strongly Disagree

13. The DOF provides programs for local organizations.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

14. The DOF seeks media visibility (local and state) for program activities.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

15. The DOF recruits high school students to the Debate and Forensics program.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

16. The DOF assists in placing graduate students associated with the Debate and Forensics program.

____	____	____	____	____
5	4	3	2	1
Strongly Agree				Strongly Disagree

APPENDIX E

SDA 101 Director Evaluation

Please respond to each item by circling the most appropriate response. NA means not known or not applicable to you.

5 = very well
4 = satisfactory
3 = inconsistent
2 = needs attention
1 = poorly done
NA = not applicable/not known

To the best of my knowledge the SDA 101 Director…

1. Has developed an effective SDA 101 course.

   5 4 3 2 1 NA

2. Treats GTAs with respect.

   5 4 3 2 1 NA

3. Shows support for GTAs by providing help or information for them as needed.

   5 4 3 2 1 NA

4. Keeps GTAs informed about SDA 101 issues.

   5 4 3 2 1 NA

5. Shows enthusiasm for the course.

   5 4 3 2 1 NA

6. Provides adequate training for GTAs in SDA 795 and SDA 101 Staff Meetings.

   5 4 3 2 1 NA

7. Accepts responsibility for decision he/she makes.

   5 4 3 2 1 NA

8. Is available to GTAs and interested in their concerns.

   5 4 3 2 1 NA

9. Seeks feedback about the course.

   5 4 3 2 1 NA

10. Shows concern for her/his relationships with GTAs.

5 4 3 2 1 NA

11. Builds rapport among GTAs.

5 4 3 2 1 NA

12. Presents rationale for decisions regarding SDA 101.

5 4 3 2 1 NA

13. Develops strategies for improving teaching effectiveness in the course.

5 4 3 2 1 NA

14. Maintains credibility of the course among the university community.

5 4 3 2 1 NA

15. Informs GTAs about what is expected of them as teachers.

5 4 3 2 1 NA

16. Manages problems effectively.

5 4 3 2 1 NA

17. Shows concern from the quality of SDA 101.

5 4 3 2 1 NA

18. Models effective teaching and communication skills.

5 4 3 2 1 NA

19. Keeps department faculty and staff informed about SDA 101 issues.

5 4 3 2 1 NA

20. Seeks departmental input when making changes in SDA 101.

5 4 3 2 1 NA

Comments:

APPENDIX F

DEPARTMENTAL EVALUATION OF THE SCDA INTERNSHIP DIRECTOR

Please fill out the following questionnaire concerning the SCDA Internship Director

1. The internship director keeps department faculty informed of new placement sites.

_____	_____	_____	_____	_____
1 Strongly Agree	2	3	4	5 Strongly Disagree

2. The internship director keeps department faculty updated on information about the progress and status of the program.

_____	_____	_____	_____	_____
1 Strongly Agree	2	3	4	5 Strongly Disagree

3. The internship director seeks feedback from supervisors and students for improvements of the internship program.

_____	_____	_____	_____	_____
1 Strongly Agree	2	3	4	5 Strongly Disagree

4. The internship director maintains professional level contacts.

_____	_____	_____	_____	_____
1 Strongly Agree	2	3	4	5 Strongly Disagree

5. The internship director keeps accurate records of intern placements.

_____	_____	_____	_____	_____
1 Strongly Agree	2	3	4	5 Strongly Disagree

6. The internship director adequately supervises students, anticipates potential problems, and handles problems with the program as they arise.

______	______	______	______	______
1 Strongly Agree	2	3	4	5 Strongly Disagree

7. The internship director designs methods for promoting the program to potential placement sites.

______	______	______	______	______
1 Strongly Agree	2	3	4	5 Strongly Disagree

8. The internship director keeps the department informed about the program, policies, and changes in same.

______	______	______	______	______
1 Strongly Agree	2	3	4	5 Strongly Disagree

9. The internship director seeks department input before making major changes.

______	______	______	______	______
1 Strongly Agree	2	3	4	5 Strongly Disagree