

UNIT CODE OF OPERATIONS
SCHOOL OF THEATRE AND DANCE
COLLEGE OF FINE ARTS AND COMMUNICATION
EAST CAROLINA UNIVERSITY

Code Approval

1. Approved by the tenured faculty of the Unit:

Chair, Unit Code Committee: Patricia Pertalion Date: 2/14/2009

2. If changed, reapproved by tenured faculty:

Chair, Unit Code Committee: Robert Caprio Date: 9/25/2009

3. Submitted to Director for advice: John Shearin Date: 9/25/2009

4. Reviewed/recommended by Faculty Senate Unit Code Screening Committee:

Chair: Timm Hackett Date: 1/14/2010

5. Approved by the East Carolina University Faculty Senate:

Chair of the Faculty: Marianna Walker Date: 2/23/2010
Faculty Senate Resolution #10-17

6. Approved by East Carolina University Chancellor/or designee:

Chancellor: Steve Ballard

Date: April 6, 2010 (Effective Date)

Revision of Code: X

CODE OF OPERATIONS FOR THE SCHOOL OF THEATRE AND DANCE

Preamble

This code allows for faculty participation in and establishes procedures for the School's internal affairs and is consistent with all applicable appendices of the *East Carolina University Faculty Manual*.

Section I. School Mission

The purpose of the School of Theatre and Dance is to provide a professionally oriented program of study and training within the liberal arts concept. The School seeks to maintain a competent and productive faculty, and to support excellence in teaching, encourage creative activity and maintain professional-quality production work in its performance venues. The function of the School is to instruct and advise undergraduates, both major and non-major students, and to encourage their professional and cultural growth.

The School of Theatre and Dance strives to give students education and training in theatre and dance to prepare them for entry into the professions, and to offer professional-quality theatrical production for the University community and the community of Eastern North Carolina. The School has a strong commitment to maintaining a vital undergraduate program in accordance with the University's intent to demonstrate excellence in undergraduate education, offering undergraduate students challenging and unique opportunities in performance and production. In addition, the School prepares teachers of theatre arts and dance for the public school system. For the student interested in a traditional liberal arts major in theatre, that, too, is offered by the School. For the educational enrichment of the non-major undergraduate student, the School provides opportunities for cultural and academic growth both through non-major course-work and theatrical production, which is open to all students. The School has artistic and producing responsibility for the ECU/Loessin Playhouse, Dance Theatre and the ECU/Loessin Summer Theatre in its main-stage facility, the McGinnis Theatre, and the Burnette Studio Theatre. Each producing arm has been recognized as an element of distinction for the University.

Section II. Organization/Composition

A. Faculty

The faculty of the School of Theatre and Dance consists of any person with an academic title or academic rank holding a full, part-time, or adjunct appointment in the department. The School shall be organized into three areas: (1) Acting/Directing (includes Professional Acting, Musical Theatre, Theatre for Youth and Theatre Education); (2) Dance (includes Dance Performance and Dance Education); and (3) Design/Production (includes Stage Management). Each area shall have a faculty coordinator, the duties and election of which are prescribed in item C, this section.

B. Voting Privileges

For all voting purposes unless otherwise noted below or as specified in the *ECU Faculty Manual*, the definition of voting faculty specified in *ECU Faculty Manual* Appendix L. shall apply.

C. Administrative Officers

1. School Director

The Director of the School is the chief administrative officer of the Unit and shall also function as producer and artistic director, in accordance with professional theatre norms, of all production work by the ECU/Loessin Playhouse and other of the School's producing entities. The Director is appointed in accordance with established university policies and procedures, and reports to the Dean of the College of Fine Arts and Communication.

The Director's duties include the following:

- a. Represent the School in its relations with other units of the University;
- b. Administer the affairs of the School in accordance with the policies determined by the University and with due consideration to the recommendations of the members of the School;
- c. Determine, in consultation with Area Coordinators, courses to be offered and supervise the scheduling of classes for each academic term;
- d. Assign, in consultation with Area Coordinators, faculty teaching responsibilities and reassigned time for each academic term;
- e. Assign, in consultation with appropriate faculty, faculty production responsibilities for the ECU/Loessin Playhouse and Dance Theatre for each academic year.
- f. Manage the operation of the School office and its staff and have general responsibility for proper utilization of all space, equipment and supplies belonging to the School;
- g. Supervise and evaluate clerical and support staff;
- h. Supervise the management and maintenance of School facilities and equipment;
- i. Prepare the School budget. Manage and be responsible for the operating budget and all other funds assigned to, or belonging to the School, giving due consideration to recommendations of School members, presenting the proposed annual operating budget for discussion at the first Fall semester School faculty meeting, and providing an annual report to the Faculty of the Department's annual budget;
- j. Evaluate annually each faculty member's performance in teaching, creative activity and/or research and service and recommend salary increments to the Dean of the College of Fine Arts and Communication;
- k. Establish ad-hoc Departmental committees as necessary;
- l. Preside over School meetings and supervise the writing and distribution of minutes;
- m. Ensure compliance with procedures established by the School Code and the Codes of the University of North Carolina and East Carolina University;
- n. Serve as ex officio member of all committees except in cases of exclusion as required by Appendix D of the *Faculty Manual*;
- o. Inform School members verbally or when appropriate, in writing, of administrative decisions or actions affecting the School.
- p. Prepare the School's annual report and discuss it with School members in a School faculty meeting.
- q. Others as appropriate to professional and academic norms.

1. Area Coordinators

An Area Coordinator from each of the three major areas (Acting-Directing, Dance, Design-Production) will be elected by majority vote in a secret ballot of the voting faculty of each area. If any or all areas fail to elect an Area Coordinator, then the Director shall appoint that

Coordinator. The term of office for each Coordinator is two years. An Area Coordinator may stand for reelection indefinitely or may choose to step down voluntarily at the end of any term. Any permanently tenured faculty or probationary term faculty with at least two years of service may be elected Area Coordinator.

The duties of the Area Coordinators shall be the following:

- a. Coordinate curriculum for each area in consultation with the area faculty;
- b. Advise the Director on class scheduling and utilization of space for each area;
- c. Serve as advisors to the Director in other matters for which the Director might need or seek counsel;
- d. Serve to facilitate communication between the Director and the School faculty.
- e. Schedule and chair regular meetings, at least one per semester, of area faculty to discuss matters of specific import to the area regarding training philosophy, training mission and training methods, curriculum, course scheduling, recruitment and retention of students and/or any other item of particular concern.

Section III. Standing Committees

The terms of office of standing committee members shall begin at the start of an academic year. Chairpersons and members of standing committees shall serve one-year terms, and Chairpersons shall be elected by members of each committee at the beginning of each academic year. All standing committee meetings shall be open to members of the School eligible to membership.

A. The Teacher Education Committee

The Teacher Education Committee shall consist of three members—the Director of the School and the coordinators of the Dance Education and Theatre Education Programs. These members shall keep abreast of the licensing requirements for teachers.

B. The Curriculum Committee

The Curriculum Committee shall be composed of one representative elected by each of the three areas within the School. The duties of the Curriculum Committee shall be as follows:

1. To review and make recommendations to the School on all new course and degree proposals. All proposals approved by the committee will be brought before the voting faculty;
2. To review and make recommendations to the School on all revisions of existing courses and degrees;
3. To assist faculty in preparing curriculum revisions;
4. To forward curriculum recommendations approved by the voting faculty of the School to the University Curriculum Committees.

C. The Recruitment Committee

The Recruitment Committee shall be composed of any and all faculty from the three areas who wish to serve, with no limit on the size.

The duties of the Recruitment Committee shall be:

1. To review requests for recruitment funds;
2. To make recommendations to the Director in the distribution of recruitment funds;
3. To assist the Director in finding sources for increasing recruitment of gifted and talented students.

Section IV. Faculty Personnel Actions

A. Appointments

The Personnel Committee may designate an ad hoc search committee of permanently tenured faculty and/or probationary term faculty for each open position in accordance with Appendix D of the *ECU Faculty Manual*. The search committee shall solicit and receive applications, select candidates for interview, and nominate not more than three finalists per position to the Personnel Committee. The results of this vote are advisory to the Personnel Committee.

B. Teaching Assignments and Reassigned Time

Faculty shall be notified of their teaching assignments for each semester in accord with the provisions of *ECU Faculty Manual* Appendix C. II. Faculty receiving reassigned time, in accordance with established university policies and procedures, shall document the results on an annual basis.

C. Annual Faculty Evaluation

The specific weights given to teaching effectiveness, creative activity/research, and service for each faculty member shall be not less than 45% teaching effectiveness, 15% creative activity/research productivity, and 10% service. The allocation of the remaining 30% to these minima shall adhere to the prescription of *ECU Faculty Manual* Appendix C. III: that the weight assigned to service shall not be greater than that assigned to either teaching effectiveness or creative/research productivity. The specific individual weights shall be developed by the Director in consultation with the faculty member with due consideration given both to teaching load and other duties such as main stage direction, technical direction, production design, etc. For new faculty, the weights shall be assigned within the first semester of service.

These weights shall be used in the annual evaluation of faculty. Any subsequent change in the allocation of the remaining 30% will be made by the Director in consultation with the faculty member. If the faculty member disagrees with the allocation of the remaining 30%, he or she may appeal the Director's action by following the procedures set forth in the *ECU Faculty Manual*, Appendix Y, Grievance Procedures.

D. Criteria for Reappointment and Subsequent Appointment

1. Procedures described in Part XIII and Appendix D of the *ECU Faculty Manual* will be followed.

2. The School Tenure Committee shall review the Personnel Action Dossier of each probationary term faculty member in accordance with the schedule set by the Provost and Senior Vice Chancellor for Academic and Student Affairs and the Dean of the College of Fine Arts and Communication. The Committee shall recommend reappointment only if the dossier indicates a reasonable probability that the record will eventually sustain recommendation for tenure and promotion using the criteria described in the unit Code. The Director shall apply these same standards in developing recommendations regarding reappointments.

3. Fixed term faculty may submit to the Personnel Committee any materials pertinent to a subsequent appointment decision. The above procedure will be followed.

E. Criteria for Annual Evaluation

All full-time continuing faculty shall annually document their accomplishments in teaching effectiveness, creative activity/research, and service for the academic year. These documents will be considered by the Director in evaluating faculty performance for the academic year and will be the basis of the Director's numerical evaluation of the faculty member. At the faculty member's request, the Director shall provide an explanation of the numerical evaluation of the faculty member's performance. This information is ancillary to the letter to the faculty member which is

prescribed in *ECU Faculty Manual* Appendix C. Criteria for annual evaluation shall be consistent with those prescribed in this document and with the *ECU Faculty Manual* Appendix C. and Appendix D.

F. Reappointment and Professional Advancement

1. The procedures for reappointment of non-tenured, probationary-term faculty are as follows, which are in addition to those prescribed in *ECU Faculty Manual*, Appendix D.
 - a. The School Tenure Committee shall review the Personnel Action Dossier of each probationary term faculty member in accordance with the schedule set by the Provost and Senior Vice Chancellor for Academic and Student Affairs and the Dean of the College of Fine Arts and Communication at a meeting called for this purpose. The Director may be invited to answer questions at this meeting but shall not participate in the deliberations nor be present at the time of the vote. The Committee shall recommend reappointment only if the dossier indicates a reasonable probability that the record will eventually sustain a recommendation for tenure and promotion using the criteria described in the unit Code. The Director shall apply these same standards in developing recommendations regarding reappointment.
 - b. Fixed-term faculty may submit to the Personnel Committee any materials pertinent to a subsequent appointment decision.

The Director shall apply these same standards in developing recommendations regarding subsequent appointment.

2. The procedures for promotion of faculty are as follows, which are in addition to those prescribed in *ECU Faculty Manual*, Appendix D. IV. A. 2. The appropriate School Promotion Committee shall review the Personnel Action Dossier of any faculty member requesting promotion at a meeting called for this purpose. The Director may be invited to answer questions at this meeting but shall not participate in the deliberations nor be present at the time of the vote. The Committee shall use the promotion criteria described in the Unit Code.

The Director shall apply these same standards in developing recommendations regarding promotion.

G. Personnel and Evaluation Files

The handling of these documents is described in *ECU Faculty Manual* Appendix C. VI.

H. The Personnel Committee

The Personnel Committee shall be composed of three permanently tenured faculty—one representative from the Acting/Directing area, one from the Dance area, one from the Design/Production area. The election and function of the Personnel Committee shall be as prescribed in Appendix D of the *ECU Faculty Manual*. The Personnel Committee may be called to consider any matter within its jurisdiction by any member of the School.

I. The Tenure Committee

The Tenure Committee shall be composed and shall function according to Appendix D of the *Faculty Manual*.

J. The Promotion Committee

The Promotion Committee shall be composed and shall function according to Appendix D of the *Faculty Manual*.

K. Tenure and Promotion

Candidates for permanent tenure and promotion shall be evaluated by the following criteria, which are in addition to, but consistent with, those prescribed in *ECU Faculty Manual*, Appendix C. IV. and Appendix D.

1. TEACHING/ADVISING—Teaching/Advising (1) the articulation of the salient aspects of a discipline in a rigorous but accessible manner, whether in or out of the traditional classroom setting; (2) academic advising.

Documentation of teaching and advising contributions requires the faculty member's willingness to participate in School-approved means of assessment. Expectations regarding these contributions increase as the faculty member's career progresses.

a. Criteria for Permanent Tenure:

- i. High quality results from student evaluations and peer evaluations.
- ii. Other documentation of teaching effectiveness using instruments and procedures approved by the School.
- iii. Lucid, carefully written course objectives, requirements, formats, procedures, instructional materials, grading policies, and evaluation materials for students.
- iv. Active role in School discussions regarding curriculum and program development.
- v. Active role in the achievement of overall program goals of the School.
- vi. Maintenance of a level of student performance consistent with School standards.
- vii. Active role in advising students regarding course and practicum work, independent research, program choices, and career planning.
- viii. Achievement and maintenance of an acceptable level of teaching and advising effectiveness.

b. Criteria for promotion to Assistant Professor

An appropriate terminal degree; evidence of potential for continued professional growth which shall be measured in part by teaching effectiveness and creative activity/ research; and membership in professional organizations.

c. Criteria for promotion to Associate Professor:

The teaching and advising criteria for promotion to Associate Professor are the same as those for permanent tenure.

d. Criteria for promotion to Professor:

The teaching criteria for promotion to Professor include those for promotion to Associate Professor. Additional criteria include, but are not limited to, the following:

- i. Leadership achievements in curriculum and program development.
- ii. Leadership achievements in the enhancement of teaching effectiveness.
- iii. Leadership achievements in the enhancement of advising effectiveness.
- iv. Advisory role with probationary-term faculty regarding teaching and advising effectiveness.

2. RESEARCH/CREATIVE PRODUCTIVITY

Research: (1) serious inquiry, examination, or experimentation aimed at the discovery and interpretation of knowledge, revision of accepted theories or laws in the light of new knowledge, or practical application of such new or revised theories or laws; and (2) the dissemination of such discovery, interpretation, or revision through refereed scholarly publications; or the combination of refereed scholarly publications and publication of monographs by reputable scholarly presses.

Creative Activity: the act of bringing into existence ex nihilo, as in composing a poem or play, choreographing an original work, scoring an opera, or sculpting a statue; or the act of giving a rendition of an art work, such as directing or acting in a play or performing a musical composition or dance or reconstructing a dance in a new venue or time.

The candidate must have consistent achievements of high quality in research/creative productivity before permanent tenure and promotions can be awarded.

a. Criteria for Permanent Tenure:

Creative Activity Faculty. The candidate's creative or performance record must reveal a significant and developing achievement in the area of specialization. The achievement must be of high quality and reveal consistent efforts. Only those achievements shall count that have gained recognition among one's professional peers. Evaluation of the quality and quantity of the candidate's corpus by specialists at other institutions shall be used in the evaluation.

Research Faculty. The candidate's publications must reveal a significant and developing research agenda in the area of specialization. The publications must be of promise, high quality in content and style, and reveal consistent research efforts. They should take the form of articles published in the discipline's refereed journals; or the combination of refereed scholarly publications and publication of monographs by reputable scholarly presses, university presses, scholarly societies, or other presses held in high regard by the scholarly community. Textbooks shall count as research only if they have a significant impact on one's peers within the discipline.

Secondary considerations for both creative and research faculty shall include, where appropriate, such activities as securing grants from agencies in support of the candidate's research program and publishing papers in conference proceedings. Papers read at professional meetings, while often important, shall usually warrant less consideration. Evaluation of the quantity and quality of the candidate's corpus by peer specialists at other institutions shall be used in the evaluation.

b. Criteria for promotion to Associate Professor:

The research/creative activity criteria for promotion to Associate Professor are the same as those for permanent tenure.

c. Criteria for promotion to Professor:

Creative Activity Faculty—The creative activity criteria for promotion to Professor include those for permanent tenure. In addition:

The candidate must have earned national recognition primarily through achievement in the discipline or the area of specialization. The candidate's work must reveal high achievement in professional arenas external to East Carolina University. In addition to the prima facie evidence of the works themselves, evidence of recognition may include favorable reviews published in national media or creditable awards bestowed in honor of the candidate's work. Evaluation of the quality and quantity of the candidate's corpus by specialists at other institutions shall be used in the evaluation.

Creative activity faculty candidates shall show evidence of a national reputation in their field either through creative activity and/or teaching in order to be promoted to Professor.

Research Faculty. The research/publications criteria for promotion to Professor include those for permanent tenure. In addition:

The candidate must have earned national recognition in the discipline or specialization, principally through a number of articles published in the discipline's refereed journals; or the combination of refereed scholarly publications and publication of monographs by reputable scholarly presses, university presses, scholarly societies, or other presses held in high regard by the scholarly community. In addition to the prima facie evidence of the publications themselves, evidence of such recognition may include references to the candidate's work in the research publications of peers, favorable reviews published in learned periodicals, or creditable awards bestowed in honor of the candidate's work. Evaluation of the quality and quantity of the candidate's corpus by specialists at other institutions shall be used in the evaluation.

A research faculty candidate whose national recognition as an important scholar in the discipline or specialization is not clearly established through publications shall not be promoted to Professor.

3. PROFESSIONAL SERVICE

Service: Formal and informal assignments or activities on behalf of the department, College, University, the community at large, and the profession. The highest level of professional service is that which enhances the academic credibility of the University.

a. Criteria for Permanent Tenure:

Service in the professional field is an essential component of the candidate's professional commitment. A reasonable record of departmental and university service is expected of any faculty member under consideration for tenure; however, a record of weak teaching or weak research/creative activity cannot be compensated for by a strong service record.

It is expected that most of the faculty member's early service contributions will be internal. During subsequent years, the faculty member should strive to make service contributions to the college and University as a whole and eventually to the community at large and to the profession. Examples of such contributions

may include, but would not be limited to, the following:

- i. Unit: School committee participation as specified by unit codes, administrative duties, and special assignments from the Director.
- ii. College: Participation in college-level committees and assignments.
- iii. University: Participation in University-level committees and assignments.
- iv. Community: Participation in regional, national, or international community activities directly related to the faculty member's profession, such as lectures and presentations, news media interviews and professional advice to nonprofit agencies.
- v. Discipline: Participation in service functions of professional organizations, especially as an officer; writing or editing books or resource manuals that are essentially compilations of previously available materials (whereas books or resource manuals that advance or make a significant contribution to the discipline and that contain a significant amount of original research material shall count as research).

b. Criteria for promotion to Associate Professor:

The criteria for promotion to Associate Professor include those for permanent tenure.

c. Criteria for promotion to Professor:

The criteria for promotion to Professor are the same as those for permanent tenure. In addition, the candidate must show evidence of leadership in the various service areas described in 3. a., items i. through v., above.

L. Leaves of Absence

A faculty member may take a leave of absence for one or more semesters (normally not more than two academic years or more often than once in three years.) The leave can be with salary or without salary, depending on the type of leave and the advance approval for the leave of absence.

A faculty member who is requesting a professional leave of absence for one semester or more should forward a written request to the unit administrator. The request should include the reason(s) for the request and the dates the faculty member is requesting leave. The unit administrator will forward the request to the Personnel Committee, which will make a recommendation to the unit administrator. The unit administrator will make a recommendation and will forward both recommendations to the immediate supervisor. This procedure shall be repeated at each administrative level until the recommendation reaches the appropriate vice chancellor. After reviewing the recommendations, the vice chancellor will make a decision and will notify in writing the faculty member, the unit administrator, and the administrator's immediate supervisor. (This does not include request for leave subject to the Family Medical Leave Act. The policies and protocols for that procedure are in the Department of Human Resources.)

Section V. Meetings

Either the Director of the School or a majority of its faculty shall have authority to call meetings of the Unit. There shall be a minimum of one general meeting of the faculty per semester. The faculty shall receive an agenda at least one week prior to all School meetings.

The Director of the School (or the designated representative of the Director) shall preside over all meetings of the Unit. In order for business to be conducted, a quorum must be present. A quorum

shall consist of a simple majority of the voting faculty members of the School, including those on leave but in attendance at the meeting. No votes shall be cast by proxy. School action shall be determined by those present and voting. In the absence of specific rules adopted by the School, the proceedings shall be conducted according to the most recent edition of Robert's Rules of Order. Minutes of School meetings shall be kept by a person designated by the Director, and distributed to all members of the Unit.

The quorum for standing committees shall be a simple majority of elected members. In the absence of the chair of a standing committee, the elected member senior in rank and service shall preside. Minutes of all standing committees shall be kept by a person designated by the committee chair.

Section VI. Evaluation of Unit, Unit Administrators and University Administrators

A. Procedure for Approval of Major Planning Documents, Assessment Documents and Other Major Reports.

The Director shall enlist faculty participation and cooperation in preparation for major planning documents, assessment documents and other major reports. The faculty will indicate in a timely fashion and by vote, their approval or disapproval of such documents prior to submission in final form to person(s) outside the School. Such vote may be taken in a regular or specially called Faculty Organization Meeting. A majority vote is required for approval.

B. Seven-Year Academic Program Review

The seven-year academic program review shall be conducted according to established university policies and procedures.

C. Unit Administrator Evaluation

The evaluation of the School of Theatre and Dance Director shall be conducted in accordance with established University policies and procedures.

Section VII. Unit's Annual Budget and Report

The Director shall prepare the annual operational budget and annual report in consultation with appropriate faculty and shall present both in a regular faculty meeting at the beginning of the academic school year.

Section VIII. Criteria for Salary Increases

All faculty shall annually document their accomplishments in teaching/advising effectiveness, creative activities/research and service for the academic year. This information will be considered by the Director in making recommendations for merit salary allocation. Evaluation and determination of annual salary increments will be done in accordance with the *Faculty Manual*, Appendix C, subject to availability of funding.

Section IX. Other Policies and Documents

N/A

Section X. Enabling

This code goes into effect upon the approval by a majority of the voting faculty of the School by secret ballot and after approval by the Faculty Senate and the Chancellor.

Section XI. Amendment

- A. Proposals recommending changes to this code are to be submitted to the Director of the School and must be initiated by at least 20% of the School's voting faculty, as defined in the *ECU Faculty Manual*, Appendix L. The proposal should include the signatures of the faculty making the request, the location of the proposed amendment in the code, and the desired change or changes. The Director will circulate the proposal to all faculty and, following a thirty-day review period, call for a meeting of the faculty for consideration of the proposal. A two-thirds majority of the ballots cast by voting faculty will be required to make an amendment to the code.
- B. Proposals recommending changes of the sort described in the *ECU Faculty Manual*, Appendix L, shall follow the procedures as outlined in that same document.
- C. The code and subsequent amendments shall be enabled upon approval by the voting faculty members of the School, and after the approval by the Faculty Senate and the Chancellor.