

Kennesaw State University  
Academic Affairs

**Approval Form for Department Promotion and Tenure Guidelines**



National Association of Schools of Dance Accreditation:

The Department of Dance adheres to the requirements regarding faculty and staff qualifications in the NASD Handbook:

“The institution shall maintain faculties and staff whose aggregate individual qualifications enable the dance unit and the specific educational programs offered to accomplish their purposes. Faculty members (including part-time faculty and graduate teaching assistants, as applicable) shall be qualified by earned degrees and/or professional experience and/or demonstrated teaching competence for the

published articles, etc.) and/or creative activity (such as choreography, etc.) as equivalent work towards fulfilling faculty responsibilities within this performance area.

***Scholarly Work and Scholarship***

Every dance faculty member is expected to demonstrate scholarly work in all performance areas. Furthermore, dance faculty members are expected to produce materials that following external peer review, are selected for dissemination through published articles and books, juried shows and performances, and other professionally recog

3. consistent and clear communication with colleagues and fellow collaborators,
4. t

### ***Annual Reviews***

There are two interrelated instruments utilized for annual reviews. Both documents are intertwined with one another and are integral to the promotion and tenure process, and post-tenure review process.

1. The Faculty Performance Agreement (FPA) is the annual document negotiated between the Department Chair and the faculty member that itemizes their responsibilities, goals, and priorities for the upcoming year. The overriding factor in determining the activities of each faculty member must be the needs of that faculty member's College, Department, and academic program.
2. The Annual Review Document (ARD) is compiled annually by each faculty member, demonstrating and documenting their progress toward the FPA items from the previous year. This document will convey accurate information by which the faculty member is to be evaluated, counseled, and adjudged.
3. The ARD and the FPA together provide a retrospective and prospective synopsis of the faculty member's professional performance at KSU and must address contributions not only in terms of quantity but also in terms of quality and significance.

### ***Student Success***

While faculty may focus on all areas of student success, they must highlight activities



multi-year review procedures, including guidelines for the promotion and tenure process and portfolio guidelines and contents, refer to the current edition of the KSU Faculty Handbook, Section 3.12. To see the schedule for Multi-Year Reviews, consult KSU Faculty Handbook Section 3.13.

***Pre-Tenure Review***

For non-administrative faculty, the review of pre-tenure review portfolios begins with the Department P&T Committee, proceeding in turn to the Department Chair and the Dean. The pre-tenure review portfolio of a department chair is reviewed by the Department P&T Committee, followed by the College P&T Committee, and then the Dean. The pre-tenure review for other academic administrators (deans, college-level administrators, and university-level administrators) will mirror the first three levels of review for the tenure and promotion process. If the performance in any of the categories is judged to be not successful/not satisfactory the faculty member must be provided with a Performance Remediation Plan (PRP).

***Promotion and/or Tenure Review***

The review of promotion and tenure documents begins with the Department P&T Committee. Documents are then reviewed in turn by the Department Chair and the College Dean. Promotion and tenure of department chairs begins at the level of the Department P&T Committee, then proceeds to a committee of department chairs from the college (composition of this committee follows procedures outlined in College Bylaws), and finally proceeds to the Dean with the remainder of the process to follow as ordinary cases of promotion and tenure (see KSU Faculty Handbook Section 3.13).

***Post-Tenure Review (PTR)***

All tenured faculty are required to submit a post-tenure review (PTR) portfolio five years after the most recent promotion or prior review. The primary purpose of post-tenure review is to examine, recognize, and enhance the performance of all tenured faculty members, thereby strengthening the quality and significance of faculty work. Post-tenure



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contribution can vary widely, which will be reflected in the performance evaluation conducted by the Chair.

### ***Workload Model and Guidelines***

As noted in the College of the Arts Workload Guidelines, the standard tenure-track teaching faculty workload will consist of:

60% Teaching

20% Scholarship & Creative Activity (S/CA)

10% Professional Service

(10% Professional Service is equivalent to 60 hours of service/semester).

10% S/CA, or Service

(10% of workload distribution is determined by individual faculty in consultation with the Chair).

These guidelines outline the workload model for faculty in the Department of Dance and the procedures for workload modifications. Workload percentages must be specified in the FPA (Faculty Handbook Section 3.10). Changes in workload can be initiated by the faculty or the Department Chair but must take into account the Department's situational context and the need for the Department to fulfill its mission.

For additional workload guidelines, refer to KSU Faculty Handbook Section 2.2

## **A. TEACHING**

The Department of Dance expects effective performance in the area of Teaching, Supervising and Mentoring from its entire teaching faculty. Activities contributing to teaching/learning environments may vary in form depending on individual faculty roles within the Department and include but are not limited to the activities of classroom instruction, student mentoring and advising, effective leadership, and supervision through the research and creative activity process.

### ***Teaching***

This category of faculty performance refers to a wide variety of instructional activities that engage faculty peers and others to facilitate student learning. Teaching also includes activities such as mentoring, advising, and supervision. By definition, successful scholarly teachers (see KSU Faculty Handbook) demonstrate mastery of the current knowledge and methodology of their discipline(s). Teaching effectiveness at KSU will be assessed and evaluated not only from the perspective of the teacher's pedagogical intentions but also from the perspective of student learning. Such assessment may employ multiple methods, including a variety of classroom techniques. Instruments to assess student perceptions of their own learning should not be the sole means but may be used in conjunction with other instru 8A —| aculty

Establishing a record of excellence in the area of teaching, supervision, and mentoring is

artistically and academically. The Department recognizes and places great value on the work of faculty who spend significant amounts of time working individually with students, helping them achieve specific creative and academic goals.

Mentoring may take many forms, ranging from providing resources for learning and development to forming professional relationships with students and colleagues. A primary focus of all mentoring is the development of ideas and an understanding of a discipline. Mentoring activities challenge both the mentee and the mentor to consider new ideas and the construction of knowledge and encourage both to engage in reflection and scholarly activities.

*Examples of Student Success in Teaching include but are not limited to:*

1. development and participating in student success initiatives (i.e., Core Review),
2. course revision/development based on student feedback,
3. development of a special topics course addressing student need,
4. engagement in High Impact Practices (undergraduate research/creative activity, community engagement, service learning, work-based learning).
5. providing opportunities for student participation in conferences, festivals, and external performances,
6. mentoring directed study projects,
7. engagement in mentorship of curricular and co-curricular activities such as ChoreoLab, Dance on the Green, Senior Project, etc.,
8. participation in Mid-term grade reporting,
9. involvement in faculty professional development activities related to student success.

## **B. SCHOLARSHIP AND CREATIVE ACTIVITY**

In keeping with KSU guidelines for tenure-track and tenured faculty performance in the category of scholarship and creative activity, dance faculty with SCA workload are expected to produce external scholarly work and scholarship that are both aligned with KSU’s mission and appropriate to the College of the Arts and the Department of Dance’s disciplines and scholarly contexts. At the departmental level, faculty scholarship and creative activity must complement the Department’s vision, curricular needs, and co-curricular activities.

Scholarship and creative activity may take a variety of forms. Likewise, scholarly works and scholarship will range from written publications such as book and journal publications, monographs, and conference presentations, to creative activity that includes external performance, choreography, and design. However, it is incumbent upon each faculty member to ensure not only the existence of research-based outcomes (“products”) but also provide documentation that demonstrates the quality and significance of these products.



*Examples of Student Success in Scholarship and Creative Activity:*

1. inclusion of students in creative activity, scholarship, research, presentations, appearances, etc.,
2. mentorship of student work toward publications, presentations, performances, or proposals.

**C. PROFESSIONAL SERVICE**

All faculty members in the Department of Dance are expected to serve on institutional committees that are necessary for efficient management of the Department, College, and University. Some obligatory service entails authored and administrative assignments with considerable scholarly work necessary to the Department, College, and/or University. Therefore, a faculty member must delineate clearly and document explicitly those service activities that require scholarly methods when they intend to make a case for the depth and impact of the work.

Examples of service activity include but are not limited to:

1. serving on and/or chairing Department, College, or University Committees,
2. serving on ad hoc departmental committees or working groups,
3. planning and participating in significant Department events and conferences at KSU,
4. assisting in student recruitment and retention activities,
5. serving as faculty advisor to student organizations,
6. organizing symposia, lecture series and/or bringing professional meetings to KSU,
7. hosting guest artists for guest lectures, workshops and master classes,
8. serving on the advisory board of a journal, professionally recognized advisory boards, or on state or national arts or educational boards,
9. volunteering support and/or leadership to community arts organizations and projects,
10. leading or participating in institutional and program accreditation self-studies and/or serving on accreditation teams,
11. regional and/or local artist/teacher in master classes or lecture/demonstrations
12. participating in arts festival(s) presented to the community-at-large,
13. service to the community as a consultant, adjudicator, or advisor.

*Examples of Student Success in Service:*

1. creation and development of student success initiatives,
2. developing or participating in assessment tools and benchmarks,
3. mentorship of student service roles on department/college/university committees,
4. facilitating alumni outreach and events,
5. developing service-learning opportunities.

## **V. PROCESS LEADING TO AND EXPECTATIONS FOR PROMOTION AND TENURE**

### **Expectations for Tenure**

When an individual is hired as a tenure-track member in the Department of Dance they begin a probationary period with a clearly articulated job description outlining their role and functions as they relate to departmental needs and programs. This is the preliminary basis for implementation and evaluation of the individual's work.

The review process includes a pre-tenure review that takes place in the third year of a tenure-track employment (faculty hired as non-tenure track lecturers should see the KSU Faculty Handbook for relevant guidelines), and a tenure review that takes place at the end of the probationary period (typically five to six years). Unless they have significant experience in their respective fields, faculty members who have recently earned terminal degrees or faculty who are serving their first tenure-track appointment at KSU are discouraged from applying for promotion and tenure prior to the sixth year.

The Department of Dance recognizes the following as terminal degrees in the field:

M.F.A. in Dance or Design

Ph.D. in Dance or a related field of art (Ex: Ph.D. in Performance Studies)

Ed.D. (for administrative ranks or faculty specialized in pedagogy)

### **Promotion for Professorial Ranks:**

Faculty must be promoted to the rank of Associate Professor before being tenured, in accordance with the *KSU Faculty Handbook*.

Ultimately, the faculty member's annual Faculty Performance Agreement that is negotiated with the Department Chair will articulate precisely the expectations of the faculty member. 12 F1 12u(a)4(ti)-3(ona)4.

reviews alone are not sufficient to qualify for a promotion in rank in accordance with the KSU Faculty Handbook.

**Expectations for the Rank of Lecturer, Senior Lecturer, Principal Lecturer, & Academic Professional**

Teaching, supervising, and mentoring are the primary responsibilities of the Lecturer, Senior Lecturer, and Principal Lecturer; therefore, they are expected to be highly effective in these areas. Promotion to Senior Lecturer and Principal Lecturer occurs after a successful portfolio review after five years of consecutive service in each rank following the same preparation guidelines as tenured and tenure-track faculty in accordance with the KSU Faculty Handbook. As with all Annual Review Documents, each individual should discuss workload and expectations with their supervisor.

**Department of Dance Expectations for the Lecturer, Senior Lecturer, & Principal Lecturer**

With teaching as their focus within the Department, workloads for a Lecturer/Senior Lecturer/Principal Lecturer are 80% teaching and 20% service. Faculty are evaluated based on contributions to the Department in the area of teaching, supervising, mentoring, and service.

**Teaching Expectations for the Lecturer, Senior Lecturer, & Principal Lecturer**

Faculty are evaluated on the evidence of highly effective and innovative teaching methodology and practice, and mentorship inside and outside the classroom environment.

**Scholarship Expectations for the Lecturer, Senior Lecturer, & Principal Lecturer**

As typical Lecturer/Senior Lecturer/Principal Lecturer workloads are 80% Teaching, 20% Service, they do not have the SCA productivity expectations of a tenure-line position.

**Service Expectations for the Lecturer, Senior Lecturer, & Principal Lecturer**

Service responsibilities for Lecturer/Senior Lecturer/Principal Lecturer account for 20% of their workload and are negotiated with the Chair. These service responsibilities should be discussed with the immediate supervisor and included in the ARD/FPA each academic year.

For further information on expectations for the Lecturer, Senior Lecturer, & Principal Lecturer refer to section 3.10.1 - General Expectations for the Non-Tenure Track Lecturer Faculty Ranks in the current edition of the KSU Faculty Handbook.

**Expectations for the Academic Professional**

The workload expectations for Academic Professionals in non-tenure track roles are





### **Scholarship and Creative Activity as Scholarship**

An Assistant Professor who chooses scholarship and creative activity as their area of scholarship is expected to produce publications or products which are made public and are subject to appropriate peer review at the local, and/or regional level; including presentations, invitations, and commissions such as, but not limited to:

1. appearances as a performing artist at professional venues,
2. choreography and design for the KSU Dance Company that is presented at peer reviewed local and/or regional venues,
3. choreographic commissions for professional dance companies and/or university programs,
4. creation/production of original peer-reviewed collaborative works.
5. publication of scholarly research in peer-reviewed journals.
6. performances/creation of work that leads to live or digital performance in venues recognized by the field,
7. performances/creation of interdisciplinary works that are peer reviewed.

### **Service as Scholarship**

An Assistant Professor who chooses service as their area of scholarship is expected to serve as a leader, and/or be actively involved in external committees and organizations at the local, and/or regional levels. The faculty member must provide evidence of outcomes associated with the service activity that analyze best practices and demonstrate its impact on the community and profession. Examples of such evidence include but are not limited to the following:

1. External peer-reviewed publications analyzing the experience, process, and outcome of the service activity.
2. Evidence and analysis of the resultant product of significant external service activities contributing to the discipline (Example: organization of a regional conference or dance event; development of a documentary product; impact of a community outreach activity).
3. Evidence and analysis of impact of service role through results and peer review.

### **Expectations for the Rank of Associate Professor**

#### Department of Dance Expectations for Associate Professor

At the Associate Professor level, faculty must demonstrate noteworthy achievement in two out of the three categories under review, and satisfactory in one. Faculty are also required to meet the following basic criteria in order to prepare for promotion:

1. consistent record of outstanding teaching, supervision, and mentoring, which was achieved as an Assistant Professor,
2. record of peer-reviewed scholarship recognized and disseminated at the regional, and/or national levels,
3. exerting greater initiative and leadership than in earlier stages of career development.
4. developing credibility as a specialized expert in area of scholarship,

5. demonstrating commitment to continued improvement through reflection,

- evidence and analysis of how the individual faculty member has contributed best practices, professional skills, and/or other activities within the discipline.

**Expectations for the Rank of Professor**

Professors are experienced and senior members of the faculty who have become highly accomplished in their scholarly activities. They are faculty whose careers have advanced

9. International dance and/or performing arts conferences,
10. Regional, national and/or international journals, periodicals, and books.

### Scholarship and Creative Activity as Scholarship

A faculty member at the rank of Professor who chooses scholarship and creative activity as their area of scholarship is expected to produce publications and/or creative work which are made public and are subject to appropriate review on a national and/or international level, for example:

1. appearances as a performing artist at national and/or international professional venues,
2. choreography and design for the KSU Dance Company that is presented at national, and/or international venues, and successfully peer reviewed,
3. choreographic commissions for professional dance companies and/or university programs,
4. publication of scholarly research in peer-reviewed journals, or as a chapter in books published by a recognized press,
5. publication of scholarly book by a recognized press (university press or recognized press in the field),
6. performance/creation of works that lead to live or digital performance that are peer reviewed and recognized in the field,
7. performances/creation of interdisciplinary works that are peer reviewed and recognized in the field.

Written and creative scholarship must be demonstrated to represent the artist-scholar model that is integral to the departmental mission.

### Service as Scholarship

Faculty should strive to create clear connections between their service commitments and the goals of the University. A Professor should be recognized for their leadership in service activities. The faculty should evidence and analyze how they have contributed best practices, personal skills and expertise, and commitment to meeting service demands in the Department, College, and/or University. Examples of significant contexts include, but are not limited to:

1. publication analyzing the experience, process, and outcome of the service activity,
2. evidence and analysis of the resultant product of a service activity. (Example: organization of a national/international conference or event; development of documentary product; impact of a community outreach activity),
3. evidence and analysis of impact of service role through product and peer review,
4. evidence and analysis of how the individual faculty member has contributed best practices, personal skills, and expertise to achieve the service goal,
5. National Association of Schools of Dance (NASD) site evaluator,
6. National/International dance and/or performing arts conferences,
7. publications relative to the service in national and/or international journals, periodicals, and books.

***External Letters***

Applications for promotion and tenure must be accompanied by letters from external reviewers of the applicant’s scholarship. External letters will not be required for Post-Tenure Review (PTR) nor for non-tenure track faculty. All instructions in the Faculty Handbook, 3.12-B must be followed carefully. In order to conform to the calendar of reviews, candidates for promotion in the Department of Dance must notify the Chair of their intent to apply one year in advance of the promotion deadline (mid-August of each year). This will allow time for the Chair and the applicants to research suitable outside reviewers during the fall semester. At the beginning of the spring semester (mid-January to February), the applicant will meet with the Chair to review the lists and determine acceptable names in accordance with the instructions in the Faculty Handbook. Names should be ranked so that the Chair will have alternatives in case a reviewer declines. Within one month of the selection of external reviewers, applicants will provide the Chair with a current CV and a packet of materials representative of the applicants’ scholarship. This packet will form the basis of external reviewers’ evaluations. Letter writers will only be asked to comment on the quality and significance of the candidates’ scholarship, and not on their teaching and service.

**INSTANCES OF CONTRADICTION**

*All guidelines must adhere to USG policy and KSU guidelines and policy. If any information contained in the College or Department promotion and tenure guidelines contradicts the USG policy or the KSU Faculty Handbook, USG policy and the KSU guidelines and policy will supersede the Department (or College) guidelines.*

**NOTE:**

This document is subject to revision as dictated by changes in University and/or College of the Arts missions and circumstances.

This iteration of the Department of Dance Guidelines was approved, and therefore put into effect, by the faculty, the Department Chair, the COTA Dean, and the KSU Provost as of \_\_\_\_\_ . Those whose work and review spans both old and new guidelines should consult departmental supervisors about how to best structure their documentation for promotion and/or tenure.

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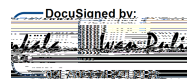
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## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, Kennesaw State University (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-system.

### **Getting paper copies**

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$1.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the conseq

i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;

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### **Required hardware and software**