

Tenure/Tenure-Track Salary Document Review Check Sheet -Department/Unit: THEATRE AND DANCE

| Tenure/Tenure-Track Salary Check Sheet | Check if yes | Indicate location in doc (pg #) | Comments |
|--|--------------|---------------------------------|----------|
| 1. Document Approved by Dept/Chair/Director? | X | Signature page | |
| 2. Document Approved by College/Dean? | | Signature page | |
| 3. Salary Document Review Check sheet completed and included | X | | |
| 4. Indication that all faculty submit an annual report as part of minimum acceptable performance levels | X | Pg 6, III.A.1 | |
| 5. Defined Minimum Acceptable Levels of Performance in: | | | |
| Teaching | X | P.7 IV.A | |
| Scholarship | X | P.7 IV.A | |
| Service | X | P.7 IV.A | |
| 6. Merit allocation is 70% or greater? | X | P.9 VII | |
| 7. Reasonable process for merit distribution (identifiable process as to what is expected)? | X | P.9 VII | |
| 8. Clear Appeal Process identified | X | P.14 X.A & X.B | |
| 9. Unsatisfactory Performance Definition (Refer to Template for Salary Document Changes) | X | P.8 VI | |
| 10. Chronic Unsatisfactory Performance Definition (Refer to Template for Salary Document Changes) | X | P.8 V | |
| 11. Evaluation Year set as January 1 through December 31 | X | P. 5 | |
| 12. Chronic Unsatisfactory Performance Section Added (<i>Refer to Template for Salary Document Changes</i>) | X | P.8, VI | |
| 13. Description of how the committee that creates the remediation plan is selected and the composition of the committee (only eligible tenured faculty). Description includes the process for selecting members from outside the department when there are not three eligible tenured faculty members available in the department. (<i>Refer to Template for Salary Document Changes</i>) | X | P.8, VI.A | |
| 14. A statement that ALL LETTERS – meritorious, satisfactory, or unsatisfactory – are placed in the personnel file each year. | X | P.5 II.D | |
| 15. The remediation plan refers to the same appeals process used for all salary decisions. | X | P.8 VI.A | |
| 16. Raise allocation process is determined by: | | | |
| Committee only | | | |
| Chair/Director only | X | P.5, II.D | |
| Committee AND Chair/Director | | | |
| 17. Indication that raises are given in: | | | |
| percentage increments | X | P.4 II.D | |
| dollar amounts | | | |
| other (describe) | | | |
| 18. Annual Salary and Merit Review of Faculty added to document. | X | Appendix C P.23 | |
| 19. Mid-term grade language added to document. | X | P.10 VII.A | |

Ball State

Department of Theatre and Dance

Tenured/Tenure Line Salary and Merit Document for 2026 Memo of Changes

March 11, 2025

Voted and Mandated Changes are as follows:

1. Appropriate date changes to Cover Page.
2. Addition of Provost mandated language regarding Mid-Term Grades added to section VII.A.
3. Addition, as received, of Mandated Handbook Language regarding annual Salary and Merit Review of Faculty added as Appendix C.
4. Small formatting clean-up.

Please note that when reviewing the Committee Check sheet, there are indications that the review follows a July to June calendar. That should be changed by committee and returned to a calendar year review.

2025-2026 TT Salary Policy of Department/Unit: Theatre and Dance

☒ Changes to document (provide memo)

☐ No changes to document

Document(s) approved by:
(list N/A if not applicable to the unit)



Karen Kessler
Department/Unit Salary Committee Chairperson

Date: March 11, 2025



William Jenkins
Department/Unit Chairperson

Date: March 11, 2025

N/A
[type name below signature]
College Salary Committee Chairperson

Date



[Seth Beckman]
College Dean

3/13/25
Date



[type name below signature] Sungwon Chung
Chairperson University Salary and Benefits Committee

April 23, 2025
Date



[type name below signature]

5/15/25
Date

Provost

Reapproved with no changes, 2020
Reapproved with changes, November 2021
Reapproved with changes, November 2022
Reapproved with changes, November 2023
Reapproved with changes, November 2024
Voted Changes, February 2025
Mandated University Changes, March 2025

**Department of Theatre and Dance
Salary and Merit Document
Tenured and Tenure-Track Faculty**

Effective January 1, 2025 for the Evaluation of Calendar Year
January 1st through December 31st of 2026

**Department of Theatre and Dance
Salary and Merit Evaluation and Distribution Plan**

This plan for annual faculty evaluation assesses the value and quality of faculty performance within the context of programmatic missions in the Department of Theatre and Dance (DoTD) and its overall relationship to the rest of Ball State University. The tenured and pre-tenure faculty of DoTD recognize the varieties of disciplines of teaching, fields of study, and creative/scholarly output pursued by the faculty as a whole and will rely on all available means of adjudication available to most fairly consider all work being considered.

This document is written, revised and approved by the tenured and pre-tenure faculty of the DoTD. We frame its contents within the principle of maximum advantage for all constituencies affected, the university, students, and the DoTD tenured and pre-tenure faculty. The evaluation process is designed to hold tenured and pre-tenure faculty to a standard of teaching, creative/scholarly work, and service that is commensurate with the levels maintained to achieve tenure and promotion. The evaluation process is also designed to initiate remediation should a tenured or pre-tenure faculty member not be maintaining levels of teaching, creative/scholarly work, and service that meet the document's stated minimum satisfactory performance standards. Finally, the evaluation process is designed to yield multiple outcomes for merit salary decisions.

Faculty evaluation, through the instrument of the Salary and Merit procedure as governed by this document, falls A) within the DoTD's commitment to the principles of academic freedom for faculty and students, and B) within the system of tenure as described in Ball State University's "Faculty and Professional Personnel Handbook." It is noted that, although tenure protects faculty from discriminatory, unfair, arbitrary, or capricious dismissal, tenure is not designed to shield faculty from the consequences of inadequate performance. Accordingly, both the process of regular, rigorous faculty review and the process of providing its tenure and pre-tenure faculty remediation upon request are the responsibilities of the DoTD.

Salary and Merit Definitions and Rules

I. Definitions

A. Pertaining to the Salary and Merit Committee (“the Committee”)

1. Committee – seven members elected per the rules outlined in this document plus the unit chair sitting as a non-voting, ex-officio member. The committee may also vote to include a former member(s) of the committee as a non-voting, ex-officio member for business pertaining to any review of this document.

2. Quorum

a. For operational work such as reviewing and editing the unit's Salary and Merit document a quorum is made of six (6) of the seven (7) members.

b. For the purposes of reviewing and scoring Annual Salary Reports and Statements of Meritorious Activity, a quorum is the committee as a whole including the Departmental Chairperson who sits on the committee as a non-voting ex-officio member.

3. Attendance – Whenever possible, attendance should be in person. If necessary, attendance can also be via digital meeting platforms when planned prior to a meeting.

4. Proxy Voting – A committee member who needs to be absent from a meeting that is handling the operational work of the committee can give their proxy vote to another member. That proxy vote should be given to the Chair of the committee via email by the absent committee member before the scheduled meeting. A proxy vote cannot be used to make quorum.

5. At-Large Member – At the final meeting of the Committee for a given review year, the Committee will vote for one member who has finished their term to extend their service as the “At-Large Member” for the following year review. The At-Large Member's responsibility is to review and score any faculty submission from which a sitting committee member must recuse themselves from reviewing.

B. Pertaining to Annual Salary Report

1. Annual Salary Report – A file including a Summary of Accomplishments, 50% of all student evaluations for all spring and fall loaded classes in a calendar year including, one (1) peer or chair evaluation for the calendar year being reviewed, and any supporting materials the faculty member finds applicable to the report.

2. Minimum Satisfactory Performance – Minimum standards for teaching, creative/scholarly activity, and service as well as the submission of documentation including the Annual Salary Report demonstrating the required minimums.

C. Pertaining to Merit

1. Statement of Meritorious Activity – Document included with the submission of the Annual Salary Report that allows the faculty member to state why they believe the work they produced in the previous calendar year deserves merit consideration. This statement must follow the editorial rules outlined below.

2. Supporting Materials – any materials the faculty member requesting merit consideration deems helpful in understanding the work done. (e.g., abstracts of journal articles, reviews of shows, materials showing the depth and breadth of a specific conference, etc.)

II. Salary and Merit Committee

A. Committee Election and Structure

1. The members of the Salary and Merit Committee shall be determined by Departmental election at the end of each school year with service to the committee beginning in the fall of that year.
2. The committee will be comprised of seven (7) regular, full-time tenured and pre-tenure faculty members from the DoTD elected following this formulae: one (1) member from the dance area, one (1) member from the performance area, one (1) member from the design area, two (2) from two (2) different areas within the directing/theatre history/theatre education area, and two (2) members elected at large from any area within the DoTD.
3. The committee must have a balance of tenured/pre-tenure persons with a consistent 4 / 3 or 3 / 4 balance given a seven (7) member committee.
4. Terms shall be staggered to insure a continuation of the committee's institutional knowledge.
5. The chairperson of the DoTD will serve as a standing ex-officio member of the committee.
6. The committee can vote to include the former chair or any other past member as an ex-officio non-voting member pertaining ONLY to revisions and updates to this governing document. The vote to include this former member should only occur when this former member has salient information which will aid in creating the most cogent governing document possible. This non-voting member is not afforded access to submitted Annual Salary Reports or Summaries of Meritorious Activity nor are they present at review and/or scoring meetings
7. A tenured or pre-tenure faculty member who has just completed serving a two-year term on the Salary and Merit Committee will serve on the committee for a third year in a limited capacity as outlined below, ensuring all faculty members under consideration for merit receive the same number of scores.
8. A term on the committee is three years (except for the at large member as outlined above or in the case of an election to complete a term). No faculty member can serve on the committee for successive terms. Elections will be staggered to ensure that the committee never loses more than three members in a given year.

B. Committee Responsibilities and Procedures

1. To elect a chair of the committee.

2. To review this document each year as a means of maintaining and revising this document according to changes in policy mandated by the university as well as the needs and concerns of the tenured and pre-tenure faculty of the DoTD.
3. To review salary and merit applications with supporting materials from tenured and pre-tenure faculty in accordance with the rules set forth by this document.
4. To thoroughly examine and present the assigned applications to the rest of the committee. Applications are assigned in consultation with the entire committee and are evenly distributed among all committee members.
5. Members may recuse themselves from review, presentation, deliberation, and vote on any file when they cannot participate in an objective manner. Members must recuse themselves in case of potential nepotism. In the case of recusal, the at-large member will fulfill the recused member's responsibility for that application.
6. To discuss with the other committee members each full-time, regular tenured and pre-tenure faculty member's application. (Committee members MAY NOT participate in any discussion of their own applications nor the application of a legally recognized partner or family member.)
7. To discuss with the chair any full-time, tenured and pre-tenure faculty member's application for the purposes of clarification or contextualization as needed.
8. To review materials and award points on a 100-point scale to determine eligibility and ranking order for merit.
9. To hear appeals.
10. In the case of positions that are shared between multiple academic units based on the needs of the College, evaluations will be determined yearly by the Unit Heads from the shared areas.
11. In any consideration where the document is silent on how to proceed, the committee should take an anonymous vote on a seconded motion in order to proceed. The motion, the second and the vote should be reported to the entire tenured and pre-tenure faculty.
12. The content cannot be altered in the document without a vote of the entire tenured and pre-tenure faculty. Editorial changes (e.g., spelling, punctuation, syntax, etc.) may be changed with the agreement of the committee.

C. DoTD Salary and Merit Committee Chairperson Responsibilities

1. Schedule meetings during the fall semester to review and update this document as needed or required with the first meeting to occur by the third Monday of September.
2. Publish information to all pre-tenure and tenured faculty about procedures for submitting Annual Salary Report and Statement of Meritorious Activity.
3. Publish information to all pre-tenure and tenured faculty regarding the deadline for submissions for Annual Salary Report and Statement of Meritorious Activity.

4. Before the end of the fall semester, arrange a review session of Salary and Merit procedures for anyone who wishes to attend.
5. At the submission deadline, send out confirmation of receipt of materials to all individuals submitting. It is not the responsibility of the Committee Chair to confirm that all necessary materials have been received, but merely that a submission has been received. A list will be sent to the DoTD Chair immediately following the submission due date and time, informing the Chair of who has sent materials and anyone who has not sent materials.
6. At the completion of the review process, in writing notify any faculty member found to have not reached minimum standards of satisfactory performance of that outcome. Should it be necessary or requested by the faculty member, confirm with the DoTD chairperson that a remediation process has been put into motion.

D. DoTD Chair Responsibilities

1. To serve as an ex-officio non-voting member of the committee and provide clarification or context on any applications when requested by the committee during the review process. Any member of the committee can request clarification or context of the chair regarding any file being reviewed.
2. Having received the committees' rankings and being appraised of the department's raise pool, the chair will follow the formula spelled out in section VII below. Merit increments shall be based upon a percentage rating system utilizing the 100-point scale above.
3. To inform all full-time faculty members in writing of those faculty members who will receive merit increments that year as soon as the decision has been made. The Chair will also report these decisions to the Dean of the College of Fine Arts. The chair shall inform those receiving merit increments of the dollar amount of the award as soon as that information is determined.
4. To meet with any faculty who wish to discuss the decision of the chair or their goals for the following year. This is especially recommended for those yet to be tenured who may need assistance and/or guidance.
5. To place a letter in each personnel file stating the decision of the Salary & Merit Committee regarding meritorious, satisfactory or unsatisfactory performance for the calendar year covered.

E. At-Large Committee Member Responsibilities

In circumstances where a regular committee member must recuse themselves from merit scoring, the at-large member shall serve as a scoring member of the committee, fairly ensuring all faculty members in consideration for merit receive the same number of scores.

F. All DoTD Salary and Merit documentation, submissions, and votes pertain to a calendar year, from January 1st to December 31st.

III. Salary

For the purposes of this document “Salary” is meant to pertain to the thirty (30) percent of the total annually apportioned monies that are distributed to the DoTD from the university for the purposes of salary increases. These monies will be distributed across the board to all faculty members who submit the Annual Salary Report and who meet at least the minimum criteria for satisfactory performance defined below in Section VI.

A. To be eligible for the annual salary increase, all regular full-time faculty – tenured, pre-tenure and contract – are required to submit an Annual Salary Report in the form of:

1. The necessary information added to Faculty Success;
2. A Peer Evaluation Portfolio resulting from the procedures and forms described in Appendix A: Peer Evaluation Portfolio Procedures;
3. Student evaluations from at least 75% of the faculty member’s teaching load per semester of the calendar year being considered as per the Faculty and Professional Personnel Handbook. The student evaluations must include a minimum of one course that falls under the faculty member’s primary designated area of teaching (unless there are extenuating circumstances which have determined that a faculty member isn’t teaching in their primary area in a given term). (Discussion regarding this point at the Retreat.)
4. In any yearly submission to the Salary & Merit Committee, the submitting faculty member may write a brief explanation (no longer than 1 page per class) indicating why they believe any student or peer/chair evaluation(s) may be an atypical representation of their work. The explanation can be in regard to any part of the evaluation. The explanation must be specific regarding which evaluation (or section of the evaluation) is being discussed. The contextual information will be read alongside the evaluation in question.

B. This Annual Salary Report must be submitted on or before the fourth Monday in February by 11:59 pm. The submission must be delivered electronically, in a form to be determined yearly, to the Salary and Merit Committee.

C. If a tenured/pre-tenure faculty member submits an Annual Salary Report that is incomplete, incorrect, or if the faculty member does not submit this Annual Salary Report on or before the date and time prescribed above, the Annual Salary Report will not be reviewed by the Salary and Merit Committee, and that faculty member will be ineligible for consideration for any salary increase. This will also result in a judgment of unsatisfactory performance for the faculty member for the calendar year being assessed.

D. Eligibility for annual across the board salary increase requires that this Summary of Accomplishments be deemed to meet Minimum Criteria for Satisfactory Performance as outlined below in Section IV.

IV. Minimum Criteria for Satisfactory Performance

A. For the calendar year, the cumulative body of work of a faculty member as reported in the Annual Salary Report will be considered to be below the minimum criteria for satisfactory performance when any of the following circumstances occur:

1. Of the 75% of student teaching evaluations for the calendar year being reviewed are below the prescribed average (below an average of 2.5 on the numeric ratings); or
2. Peer/chair evaluations documented by the DoTD's peer evaluation process in the faculty member's annual Peer Evaluation Portfolio (described in Appendix A: Peer Evaluation Portfolio Procedures) reflect negative outcome(s) for one or both semesters, thereby finding the teacher's work unacceptable; or
3. Entries under "scholarship/creative" for the calendar year do not include at least one external good faith effort or unloaded internal work; or
4. The amount of service falls below the normal expectations for pre-tenure or tenured faculty, or when the quality of service has not met the requirements of the service tasks undertaken.

B. Faculty members in the DoTD are expected to participate on committees per departmental assignments. While service outside the university is strongly encouraged and rewarded by the current faculty evaluation system, service at the departmental, college, and/or university levels are considered sufficient to meet the minimal performance standards. Any work done outside the auspices of the university must be documented.

C. Tenured/pre-tenure faculty members are expected to continue to produce appropriate scholarly and creative work each year. All work must be appropriately documented and must fall within the calendar year covered by the Annual Salary Report.

D. Faculty may argue for substitutions (e.g., a long-term project) and equivalencies (e.g., several smaller projects). Similarly, off campus service related to the DoTD's disciplines may help satisfy the third category of achievement. Arguments for substitutions or equivalency must be accompanied by evidence and documentation, and the issue of quality must remain foremost.

Arguments for substitutions should be made on or before seven (7) calendar days prior to when the Annual Salary Report and Statement of Meritorious Activity are due in the form of a letter to the DoTD chair stating why the exception should be granted. The DoTD chair and the chair of the Salary and Merit Committee will either support or deny the request in the form of a letter, which then should accompany the faculty member's submission materials. If the chairs do not reach a consensus, the decision will automatically be made by the Salary and Merit Committee (minus the chair of the committee). If the chairs deny the request, the faculty member may appeal the decision directly to the Salary and Merit Committee (minus the committee chair).

E. In a year when a faculty member is found to have not met the minimum criteria for satisfactory performance, the faculty member will be notified in writing of that finding, and a copy of that notification will be added to the faculty member's permanent personnel file. At the same time, the faculty member will have the opportunity to ask for a faculty mentor to help provide guidance in raising performance levels.

F. If a faculty member has not met the minimum criteria for satisfactory performance for two consecutive years, this will trigger a thorough written evaluation of the faculty member by the chair of the DoTD or the Dean of the College of Fine Arts. This written evaluation will be added to the faculty member's permanent file and can be considered as part of any tenure, promotion or salary review. A faculty mentor, or mentoring committee, will be assigned to the faculty member to help provide guidance in raising performance levels. The mentor/mentoring committee will be tenured members of the DoTD. Through a written request to the Dean of the College of Fine Arts, the faculty member may request one member of the mentoring committee to be someone outside the DoTD.

G. If a faculty member fails to meet the minimum criteria for satisfactory performance for three consecutive years OR three (3) out of five (5) consecutive years which are counted from the first unsatisfactory finding, the DoTD Salary & Merit Committee is charged with sending its findings from the three years in question, along with a recommendation regarding remediation – which may include a recommendation to terminate employment – to the Dean of the College of Fine Arts and the Provost.

H. All remediation plans can be appealed following the appeals process outlined in Section VIII.

V. Unsatisfactory Performance

If the annual evaluation of performance for a tenured or pre-tenure faculty member does not meet the minimum criteria for satisfactory performance as determined by the DoTD Salary and Merit Committee, the tenured or pre-tenure faculty member's performance is deemed unsatisfactory for the year and the individual will receive neither an across-the-board salary increase nor a merit increase. If the tenured or pre-tenure faculty member does not submit an annual report in the format established by this document, the individual's performance will be considered unsatisfactory.

Any unsatisfactory assessment must be accompanied by a letter from the chair of the Salary and Merit Committee. The letter should include specific justifications for the unsatisfactory recommendation and specific suggestions for improvement, and the letter must be placed in the tenured / pre-tenure faculty member's personnel file.

VI. Chronic Unsatisfactory Performance

Two consecutive unsatisfactory evaluation years or three unsatisfactory evaluations in five (5) years for a tenured or pre-tenure faculty member triggers a remediation process. Unsatisfactory completion of the remediation process is the definition of chronic unsatisfactory performance.

A. A remediation plan will be developed by a departmentally created peer committee. The committee shall consist of at least three tenured faculty members. It may be an existing committee, or a committee established specifically for the remediation process. If there are not three eligible tenured faculty members in the department, members may be selected from other departments in the college. A faculty member may request that a college committee be formed to develop the remediation plan. If requested, the dean will establish a committee of tenured faculty members with the following qualifications: member of the college; appointed based on ability to be objective, as well as demonstrated academic strength; and holding the same or higher rank than the faculty member being reviewed. If the tenured/pre-tenure faculty member being reviewed has cause to believe a committee member is biased against them, the tenured/pre-tenure faculty member may request to the committee chair, in writing, to have that committee member replaced. This request must be submitted within ten (10) business

days prior to the first remediation committee meeting. The remediation plan committee will have access to the tenured/pre-tenure faculty member's performance evaluations and/or pertinent letters for the previous five (5) years.

B. The department chair/director and dean must approve the remediation plan. The remediation plan must be sent via registered mail to the tenured/pre-tenure faculty member's home address by June 30th or thirty (30) days after an appeals process is completed, whichever is later. The said plan will be placed in the tenured/pre-tenure faculty member's personnel file. The same appeals process in place for salary decisions will be used to appeal any elements of the remediation plan.

C. As a part of the performance evaluation the following year, no sooner than twelve (12) months after the remediation plan was initially mailed to the tenured/pre-tenure faculty member, the outcomes of the remediation plan will be reviewed by the Remediation Committee which created the plan to determine if the expected performance levels as set by the remediation plan have been met.

1. If the terms of the remediation plan have been met, the tenured/pre-tenure faculty member's evaluation is deemed satisfactory for the calendar year in which the faculty is under remediation. This evaluation replaces the annual evaluation of performance specified in the subunit salary document for that year.

2. If the terms of the remediation plan have not been met, the tenured/pre-tenure faculty member's performance will meet the definition of chronic unsatisfactory performance.

D. Any tenured faculty member who meets the definition of chronic unsatisfactory performance will be referred to the "Procedures in Cases where Termination of a Tenured Faculty or Tenured Professional Personnel Member's Appointment is Proposed" in the Ball State Faculty and Professional Personnel Handbook.

E. Any tenured faculty member currently evaluated as unsatisfactory in the Salary and Merit process cannot serve on a Salary and Merit or Remediation Committee.

VII. Merit

For the purposes of this document "Merit" pertains to the seventy (70) percent of the total annually apportioned monies that are distributed to the DoTD from the university for the purposes of merit-based salary increases. That 70% will be split into two pools of money. The first merit pool will represent forty-five (45) percent of the total annually apportioned monies distributed to DoTD and will be considered basic merit. This distribution will be received by all those reaching the minimum merit threshold of seventy-five (75) points using each recipient's merit score for ranked distribution as this cannot be an across-the-board distribution. The second merit pool will be twenty-five (25) percent of the total annually apportioned monies distributed to DoTD and will be considered high merit. This distribution will be made to up to five candidates achieving the highest average scores as determined by the committee's review and ranking. If there is a tie at the fifth position, all candidates engaged in that tie will be part of the distribution. Like the basic merit pool, this will be a ranked distribution determined by the chair based only on scores.

- A. Per the Faculty and Professional Staff Handbook, in order to be eligible for merit, a faculty member must confirm that, during the review year, mid-term grades were posted in all instances where required. This confirmation will happen digitally in a manner communicated to faculty by the Chair of the Salary and Merit Committee.
- B. To be eligible for consideration for an annual merit increase, tenured and pre-tenure faculty must submit, along with the Annual Salary Report outlined above (Section II. A.), a Statement of Meritorious Activity consisting of:
1. One (1) entry each in the areas of Teaching, Creative/Scholarly, and Service Activity.
 2. Up to two (2) additional entries total, distributed amongst any of three areas of activity.
 3. If the faculty member submits a Statement of Meritorious Activity that includes more than five (5) total activities, the Salary & Merit Committee, having no guidance for which entry over the five (5) entry limit to disregard, will consider only the first listings in each area.
- C. An entry on the Statement of Meritorious Activity should include the following:
1. A statement of the activity which should be a match of an individual entry included in the faculty member's curriculum vitae.
 2. A short description of why the faculty member deems the activity meritorious.
 3. Any relevant supporting materials for the activity that will aid the committee in determining its merit. (These materials must be submitted electronically along with the rest of the Statement of Meritorious Activity.)
- D. The following restrictions apply to all entries submitted in the Statement of Meritorious Activity:
1. In the teaching section of the Statement of Meritorious Activity, the submitting faculty member may not use multiple individual and/or group successes as one entry (e.g., combining the mentoring and successes of an individual student at KCACTF with all other mentoring in one entry).
 2. The submitting faculty member may not combine singular activities into one entry in the scholarly/creative section of the Statement of Meritorious Activity (e.g., a directing faculty member may not list four plays that they directed as one entry).
 3. The submitting faculty member may not repeat a creative or scholarly entry from year to year if no new work has been done or if there are no major changes in the recognition level of the work (e.g., the continued existence of a textbook with no new substantive revisions; a play or dance piece that continues to run from one year to the next but is still substantively the same production).
 4. In the service area, the submitting faculty member must provide documentation of any committee, volunteer, or other service work done outside the auspices of Ball

State University (e.g., a scheduling email, a thank you for your participation, an agenda for committee work, etc.).

E. This Statement of Meritorious Activity must be submitted on or before the fourth Monday in February by 11:59 pm with the Annual Salary Report. The submission must be delivered electronically, in a form to be determined yearly, to the Salary and Merit Committee.

F. If a tenured/pre-tenure faculty member submits a Statement of Meritorious Activity that is incomplete, incorrect or if the faculty member does not submit this Statement of Meritorious Activity on or before the date and time prescribed above, the Statement of Meritorious Activity will not be reviewed and that faculty member will be ineligible for consideration for any meritorious salary increase.

G. Any tenured or pre-tenured faculty member submitting a statement of meritorious activity may claim a conflict of interest with a sitting committee member and ask that the committee member be recused from review, presentation, deliberation, and vote of the requesting faculty member's file. The claim of conflict of interest must be made in writing to the department chair and the chair of the Salary and Merit committee seven (7) days prior to the submission date. (See III.D for submission date.)

H. The committee will consider the three sections of the Statement of Meritorious Activity on the basis of 100 points. Teaching is weighted at 40 points, scholarly/creative is weighted at 40 points, and service is weighted at 20 points.

I. At least seven (7) calendar days before Salary and Merit submissions are due, any tenured or pre-tenure faculty may petition the DoTD chairperson via email to reapportion the 40-40-20 formulae. The petition should include an explanation of the faculty members' workload and justification of the request for reapportionment. The chair will either support or deny the request in the form of an email, which then should accompany the faculty member's submission materials when it is sent on to the Committee. If the chair denies the request, the faculty member may appeal the decision directly to the Salary and Merit Committee.

Guidelines for requesting a change in rubric are as follows:

1. The formulae will not be reapportioned with 20% assigned to teaching unless there are significant extenuating circumstances (sabbatical, high administrative load, buyout for an immersive learning project, etc.) clearly outlined in the petition.
2. When considering a rubric change, both tenure and pre-tenure faculty should note that typical departmental service is unlikely to reach meritorious levels.
3. Pre-tenure faculty should note that success in the Salary and Merit process does not guarantee success in the Promotion and Tenure process. While meritorious Service and Teaching may lead to Salary and Merit raises, such success in those two areas will need to be coupled with success in Creative / Scholarly work in order to achieve tenure. All faculty should make Salary and Merit reapportionment decisions apart from Promotion and Tenure decisions, with an understanding of how they may impact their progress towards Promotion and Tenure.

J. The candidate requesting merit is responsible for selecting how many of the five possible entries they choose to include and where those entries are placed. Each candidate requesting

merit should clearly contextualize why an entry belongs in a category and why it is meritorious.

K. The committee will discuss each candidate's application, during which each member is required to individually take notes based on their reading of the candidate's submission and formal discussion with the rest of the committee held in closed meetings. Scoring should be based on the scale below. It is beholden on each committee member to be consistent in how they score across all of the candidates' materials. Each committee member will retain review and meeting notes until the Salary & Merit process is complete for that year, including any possible appeal being concluded. A form containing a list of only scoring will be sent by each committee member to the designated person in the DoTD main office. This person will remove the top two and bottom two scores for each candidate seeking merit, and then average the remaining three numbers. These averaged results, with names removed, are the final ranked order that will then be delivered to the DoTD Chair. Percentages of merit distribution will be at the discretion of the Chair. Merit will be distributed in a graduated manner based on these rankings. Meritorious activity is defined in Section VIII.

Teaching (40 points):

| | |
|---------|-------------|
| 33 – 40 | Exceptional |
| 25 – 32 | Very Good |
| 17 – 24 | Good |
| 9 – 16 | Fair |
| 0 – 8 | Poor |

Creative/Scholarship (40 points):

| | |
|---------|-------------|
| 33 – 40 | Exceptional |
| 25 – 32 | Very Good |
| 17 – 24 | Good |
| 9 – 16 | Fair |
| 0 – 8 | Poor |

Service (20 points):

| | |
|---------|-------------|
| 17 – 20 | Exceptional |
| 13 – 16 | Very Good |
| 9 – 12 | Good |
| 5 – 8 | Fair |
| 0 – 4 | Poor |

L. Although not all tenured and pre-tenure faculty will receive a merit increase any given year, any total score of seventy-five (75) points and above will be considered to have reached a meritorious level.

M. No regular, full-time tenured or pre-tenure faculty member is required to submit materials for merit pay consideration.

N. Regardless of the decision to submit or not submit materials for merit pay consideration, all faculty who are on probationary appointment leading to consideration for tenure and/or promotion must satisfy the tenure and promotion requirements of the DoTD's "Promotion and Tenure Document." Tenured faculty must continue to satisfy the DoTD's "Minimum Criteria for Satisfactory Performance" expectations as delineated in section VI of this document.

VIII. Meritorious Levels of Performance

A. Teaching - Faculty members are expected to be satisfactory, effective teachers. Satisfactory, effective teaching is part of the across-the-board salary increment. To prove meritorious in the area of teaching, the faculty member must provide evidence of exemplary teaching. This evidence may include but is not limited to the following examples: institutional, regional, national or international recognition of teaching; complete revision and/or creation of a course; restructuring of a curricular model; noteworthy external peer reviews from specialists in the field of expertise; extraordinary student successes; unloaded teaching such as creating directed studies at a student(s) request; unloaded support of a teaching colleague in covering an extended period of classroom time due to unexpected absences; unloaded mentoring of student work on productions. It is incumbent on the writer of the statement of meritorious activity to contextualize why a given piece of work should be considered as meritorious. A clear explanation of how any loaded teaching work reaches a meritorious level should include clear assessments of time on task over and beyond normal load, student outcomes, and/or evaluative instruments available through the university.

B. Scholarly/Creative - Faculty members are expected to pursue creative and scholarly activities in addition to teaching. This is part of the across-the-board salary increment as well as the process towards tenure and promotion. To prove meritorious in the scholarly/creative area, the faculty member must provide evidence of exceptional scholarly or creative work. This evidence may include but is not limited to the following: grant awards; publications of textbooks, scholarly books, and or articles in specialty journals; productions as playwright, director, performer, choreographer, movement director, music director, text/voice director, vocal coach, stage manager, or designer; presentations; exhibits; the creation of a new work or re-creation/interpretation of existing works; the dissemination of these results at regional, national and/or international venues.

C. Service - Faculty members are expected to pursue institutional service and professional service outside the university. This is part of the across-the-board salary increment. To prove meritorious in the area of service, the faculty member must provide evidence of outstanding commitments in their field. This evidence may include but is not limited to the following: serving as an outside adjudicator; holding an appointed or elected office of a professional service organization; receiving institutional, local, regional, national and/or international recognition for service activities.

D. Loaded administrative work can be considered meritorious. It must fit into one of the categories listed and must surpass standard hours for the load assigned. It will be the candidate's responsibility to clearly state and contextualize why the merit request is included in the category chosen and how it goes above and beyond the workload indicated in the load release.

IX. Outcomes

At the conclusion of the Salary and Merit process, all candidates will be informed individually of their final Salary and Merit score. All Statements of Meritorious Activity that were successful in achieving high merit will be shared in a digital folder for all candidates to review should they wish to do so. These shared statements of meritorious activity will not include scoring but will be shared as either basic merit or high merit. Should any candidate choose to do so, they may set up a meeting with a minimum of no less than two representatives of the committee in order to better understand their score.

X. Appeals

A. Across-the-Board Salary Increment Decision

1. A denial of an across-the-board salary increment may be appealed first to the Salary and Merit Committee.
2. Should the appeal fail at the committee level, the appellant may appeal to the Dean of the College of Fine Arts. The appeal at that level will follow the policies and procedures established at the college level.
3. There are two types of permissible appeals:
 - a. Appeals that allege procedural violations of the Faculty Handbook, the College of Fine Arts Salary Plan, the Department of Theatre and Dance Salary/Merit Distribution Plan, and/or any other duly approved university or college policies; and,
 - b. Appeals that allege substantive errors (e.g., the percentage of the merit increment, etc.).
4. Such appeals must be submitted within ten (10) calendar days of the faculty member's receipt of notification of denial.

B. Merit Increment Decision

1. Faculty who wish to appeal their eligibility should submit a grievance within ten (10) calendar days of receiving written notification to the department of Theatre and Dance Salary/Merit Committee.
2. Should the appeal fail at that level, the appellant may appeal to the Dean of the College of Fine Arts. The appeal at that level will follow the policies and procedures established at the college level.
3. There are two types of permissible appeals:
 - a. Appeals that allege procedural violations of the Faculty Handbook, the College of Fine Arts Salary Plan, the Department of Theatre and Dance Salary/Merit Distribution Plan, and/or any other duly approved university or college policies; and,
 - b. Appeals that allege substantive errors (e.g., the percentage of the merit increment, etc.).
4. When an appellant alleges a procedural violation, they must cite procedures set forth in the Salary and Merit document. When filing this type of appeal, the appellant must also provide a summary of the way(s) in which the procedures were violated and how such violation(s) adversely affected the appellant.
5. When an appellant alleges a substantive error, they must cite one or both of the following reasons (and no other):

a. The decision that is being appealed was clearly not merited by the evidence available to the decision maker(s). When filing this type of appeal, the appellant must provide a summary of the reasons why they believe that the decision in question was clearly not merited by the evidence available to the decision maker(s) and must also attach to the summary specific and detailed evidence in support of the reasons listed in the summary.

b. The decision that is being appealed was improperly based upon constitutionally or statutorily prohibited reasons. When filing this type of appeal, the appellant must also state the prohibited reason upon which they believe the decision was based and a summary of the evidence which supports the appellant's allegation.

6. In the case of a successful grievance or appeal, the number of awardees will be increased.

Approved by Department of Theatre & Dance _____.

Appendix A

Salary and Merit Committee Process:

Pre-Submission and Post-Submission of Salary & Merit Materials (after committee election):

1. Committee Elects Chair via email (at the beginning of fall semester)
2. Committee meets to review process and changes to document
3. Committee Chair duties:
 - a. Communicate to T/TL faculty what digital process will be used for submission.
 - b. Confirm with chair whether any request to alter the 40-40-20 rubric. Share any changes with the committee at the time of submission.
 - c. Send 2-3 updates to appropriate faculty about the coming deadline.
 - d. Confirm with those submitting that their files have been received.
 - e. Confirm with the committee that files are available for review.
 - f. Assign files to specific committee members for in depth review.
 - f. With committee and chair, set review meeting(s) with enough time between submission and review meeting for committee members to do thorough reviews.
4. Committee Duties:
 - a. Review all submissions for working knowledge of both salary portion (Annual Salary Report) and merit (Statement of Meritorious Activity).
 - b. Do a thorough review of the specific files you have been assigned in order to be able to present the file completely. An important aspect of this review is to make sure that every candidate has met the minimum requirements for satisfactory performance.
 - c. At review meetings, be prepared to present the assigned folders.
 - d. Listen and participate in conversations about submissions and prepare to vote.
5. Committee Chair/Committee/Chair Duties:
 - a. Make sure that those who submit only an Annual Salary Report meet minimum standards.
 - b. As a group decide whether there needs to be changes made to the document for subsequent years.

**APPENDIX B: PEER EVALUATION PORTFOLIO
PROCEDURES AND FORMS
DEPARTMENT OF THEATRE AND DANCE**

Peer Evaluation Portfolio: Overview and Scheduling

The Peer Teaching Evaluation within the Department of Theatre and Dance will be based on a two-step system: Formative Evaluation, a more informal, low-stakes response to teaching, will be followed by Summative Evaluation, a more in-depth, documented response to teaching. The result of the process will be a Peer Evaluation Portfolio, which will be included in the documentation that each faculty member turns in for both Salary/Merit and Promotion/Tenure.

In terms of timing, the Formative Evaluation (if required) must happen before the Summative. Ideally, they will happen in the same semester. Regardless, the Summative Evaluation is required on the following schedule:

- Tenure-Track Faculty members in their first year of full-time teaching at Ball State: Fall and Spring
- Tenured Faculty: Fall
- Tenure-Track Faculty: Spring

The faculty member must choose their formative evaluator after load reports are released in the preceding semester. The department chair will choose the summative evaluator before the beginning of the evaluation semester. If a faculty member wishes to complete a Summative Evaluation in a semester other than the one listed above, they must submit that request to the department chair in the preceding semester.

For the purposes of this system, all full-time contract faculty members in the first seven (7) years of their employment at Ball State and all tenure-track faculty members will subsequently be referred to as “junior faculty.” All tenured faculty members and contract faculty with more than seven (7) years of employment with Ball State will be referred to as “senior faculty.”

Formative Evaluation

1. Formative Evaluation shall be optional to all faculty with the following exceptions:
 - a. The department chair may require a Formative Evaluation of any faculty under any of the following conditions:
 - i. A particular course has seen a precipitous drop in student evaluations
 - ii. The course has had historically problematic student evaluations under the instructor
 - iii. A unanimous vote of the two-person Summative Evaluation Committee from the previous Promotion and Tenure cycle deems it necessary that senior faculty member participate in Formative Evaluation.
2. Course to be Evaluated
 - a. The faculty member and the evaluator shall mutually agree upon the course to be evaluated
 - b. Exception: The department chair may require a specific course for evaluation under any of the following conditions:
 - i. The course has seen a precipitous drop in student evaluations
 - ii. The course has had historically problematic student evaluations under the instructor
 - iii. The course is central to a junior faculty member’s teaching load (regardless of quality of teaching evaluations)
3. Evaluator
 - a. The formative evaluator shall be chosen by the faculty member, and this individual will also serve as one of the two-member Summative Evaluation Committee.

4. Timeline
 - a. See "Overview and Scheduling" for timeline requirements. For maximum efficacy, it is recommended that Formative Evaluation happen earlier in the semester and Summative Evaluation happen later in the same semester.
5. Process
 - a. The faculty member and evaluator will agree on the specific time and date of the evaluation. However, in the case of problematic evaluations as listed above, the Formative Evaluation can be unannounced within a range of six possible dates proposed by the faculty member.
 - b. The faculty member and evaluator will agree on the nature of the Formative Evaluation. This will most typically be a classroom observation but can also include one-on-one discussion of a particular course assignment, syllabus review or evaluation, or other specific pedagogical discussion as relevant. The nature of the Formative Evaluation should be one that is most relevant to the subsequent Summative Evaluation.
6. Outcomes
 - a. An informal but substantive conversation between evaluator and faculty member after the evaluation has taken place.

Summative Evaluation

Summative Evaluation shall be required according to the following guidelines:

1. Employment Status
 - a. All full-time faculty members will be required to undergo Summative Evaluation
2. Course to be Evaluated
 - a. The course to be evaluated shall be the same course that was evaluated in the Formative Evaluation Process. In extreme cases, the faculty member, department chair, and the summative evaluators can mutually agree upon a different course to be evaluated.
3. Evaluators
 - a. The Summative Evaluation Committee for each faculty member shall consist of:
 - i. The formative evaluator, or, if the faculty member is not required to do Formative Evaluation, any member of the departmental faculty.
 - ii. A second evaluator chosen by the department chair, based on scheduling availability and an interdisciplinary approach to evaluation. If the formative evaluator is within the faculty member's option, then the second evaluator will be outside of the option, and vice versa. With some smaller options, it is possible that both evaluators will be from outside the option. The second evaluator may also be the department chair or associate chair.
 - iii. One of the two members of the Summative Evaluation Committee must be a tenured faculty member.
4. Timeline
 - a. See "Overview and Scheduling" for timeline requirements. For maximum efficacy, it is recommended that Formative Evaluation happen earlier in the semester and Summative Evaluation happen later in the same semester.
5. Process
 - a. The faculty member and Evaluation Committee will agree on the specific time and date of the Summative Evaluation. However, in the case of problematic evaluations as listed above, the Summative Evaluation can be unannounced within a range of six possible dates proposed by the faculty member.
 - b. At least one week prior to the evaluation, the faculty member shall submit to the Evaluation Committee the completed Course Alignment Document form (see below for form)
 - c. For junior faculty, the Summative Evaluation must be a classroom observation, and can also include discussion of a particular course assignment, syllabus evaluation, or other specific pedagogical discussion as relevant. If a junior faculty member wishes to have a non-traditional

teaching assignment evaluated (online course, production-related assignment, etc.), they can request that option to the Summative Evaluation Committee and the department chair.

d. For senior faculty, a Summative Evaluation may be any of the following: a classroom observation, and can also include discussion of a particular course assignment, syllabus evaluation, or other specific pedagogical discussion as relevant. Classroom observation is required for senior faculty in the following cases as determined by the department chair:

- i. The course has seen a precipitous drop in student evaluations
- ii. The course has had historically problematic student evaluations

under the instructor

6. Outcomes

a. Following the Summative Evaluation Observation, the Summative Evaluation Committee may choose to meet in person with the faculty member to discuss the experience and share observations. The faculty member may also request this meeting. This meeting is optional.

b. The Summative Evaluation Committee will then meet separately to discuss the evaluation, after which they will co-author the Summative Peer Evaluation Form (see below).

c. The faculty member will receive a final, signed copy of the Summative Peer Evaluation Form for their consideration. When the evaluation is completed and signed, it will be submitted to the chairperson of the Department of Theatre and Dance for insertion into the instructor's personnel file as part of their Peer Evaluation Portfolio (see below).

d. The faculty member will also have the opportunity to author a response to the Summative Peer Evaluation of no more than one page. This response may be a defense of their teaching, a plan for future improvements, or any other response to or clarification of the Summative Peer Evaluation.

e. The entire process above will generate the Faculty Member's Peer Evaluation Portfolio, to be submitted in the annual Salary and Merit materials, and consisting of the following documents:

- | | | |
|------------|------|--|
| | i. | Course Alignment Document Form |
| | ii. | Any additional course materials as relevant to the Summative |
| Evaluation | iii. | Signed, Co-Authored Summative Peer Evaluation Form |
| | iv. | Optional Faculty Response to Summative Review |

**Ball State University
College of Fine Arts
Department of Theatre and Dance**

Summative Peer Evaluation Form

Instructor: Please fill in all pertinent information on the top of this page and give the form to the observers prior to the scheduled observation. Related materials may also be provided to the observers prior to scheduled observation.

Instructor Observed _____ Semester & Year _____

Course Number _____ Course Title _____

Meeting Time of Class _____ Location of Class _____

Intended Format of the Class Session _____

Evaluation Committee: Following your classroom observation or discussion with the observed faculty member, you should meet to discuss your proposed scoring and comments for the Summative Peer Evaluation Form, with the final document being co-authored by both members of the committee. Once this form is complete, sign the form, review the report with the instructor, and obtain their signature. When the Summative Peer Evaluation Form is completed and signed, it will be submitted to the chairperson of the Department of Theatre and Dance for insertion into the instructor's personnel file.

Observers _____

Date of Observation _____

Length of Observation _____

Instructional Format Observed (lecture, discussion, critique, studio, etc.) _____

Related Course Materials Provided by the Instructor (syllabus, lesson plan, handouts, etc.)

Observation _____ Announced _____ Unannounced

Instructor's Signature _____ Date _____

Observer's Signature _____ Date _____

Observer's Signature _____ Date _____

Summative Peer Evaluation Form

Page 2

Instructor Observed _____ Semester & Year _____

Course Number _____ Course Title _____

Evaluator(s) deems the observed teaching as: Satisfactory [☐] Unsatisfactory [☐]

Short Answers:

1. The Instructor is very knowledgeable and displays a clear understanding of the course and its objectives.
2. The Instructor is well-prepared and provides appropriate explanations, examples, syllabi, etc.
3. The Instructor assigns tasks/activities that are relevant and appropriate for the level of sophistication of this course and the hours of credit.
4. The Instructor is an effective communicator.
5. The Instructor gives useful and constructive criticism.
6. The Instructor encourages student input and participation.
7. The course appears to develop the creative ability of the students.
8. The class response is positive, and the students appear to understand what is expected of them.
9. During the time period observed, the Instructor's teaching effectiveness was:

Summation:

What are the strengths as observed during the evaluation?

What are the challenges as observed during the evaluation?

Appendix C

Mandated Language Regarding Annual Salary and Merit Review of Faculty

Effective July 1, 2024, and pursuant to the requirements of Indiana Code 21-39.5, the University implemented new criteria for annual fiscal year salary and merit review of faculty. Ball State University will align the review of the new criteria with our already-existing salary and merit process.

Procedurally, faculty members will be reviewed by the same committee or individual that conducts the salary and merit review process during spring term of the academic year. Each college will use their internally established review processes for salary and merit review.

The new criteria required by Indiana Code 21-39.5 and described in Section 36.4.6 of the Handbook are:

A faculty member will be evaluated as to whether the faculty member:

36.4.6.1 Helped Ball State University foster a culture of free inquiry, free expression, and intellectual diversity within the University.

36.4.6.2 Where relevant and appropriate to the faculty member's discipline, introduced students to scholarly works from a variety of political or ideological frameworks that may exist within the curricula established by the Board of Trustees of Ball State University under IC 21-41-2-1(b) or the faculty of Ball State University acting under authority delegated by the Board of Trustees of Ball State University.

36.4.6.3 While performing teaching duties, refrained from subjecting students to views and opinions concerning matters not related to the faculty member's academic discipline or assigned course of instruction.

36.4.6.4 Continues to show a pattern of achievement in performing academic duties and obligations.

If a faculty member receives a satisfactory review of the required criteria outlined above at the department/unit level, the satisfactory determination will be noted as part of the overall salary and merit evaluation process. The appeals process for an unsatisfactory determination will be the same as the individual unit's current appeals process for salary and merit decisions.

Consistent with Section 36.4.6.5 of the Handbook, the following actions by a faculty member may not be considered when determining whether a faculty member has met the criteria above:

36.4.6.5.1 Expressing dissent or engaging in research or public commentary on subjects.

36.4.6.5.2 Criticizing the leadership of Ball State University.

36.4.6.5.3 Engaging in any political activity conducted outside the faculty member's teaching duties at Ball State University.