

POLICY MANUAL

University of Louisville School of Music

TABLE OF CONTENTS

- I. Professional Duties of the Faculty
- II. Faculty Personnel Policies
 - A. Types of Reviews
 - B. When Reviews are Conducted
 - C. General Criteria to be used in all Reviews of Faculty
 - 1. Teaching
 - 2. Research and Creative Activity
 - 3. Service
 - 4. Other Criteria
 - D. Specific Guidelines for Each Type of Review
 - 1. Annual Work Plan and Annual Review
 - a. Requirements and Procedures
 - b. Timetable
 - 2. Pre-tenure Review
 - 3. Tenure Review
 - 4. Promotion Review
 - 5. Periodic Career Review
 - E. Content of the Review File
 - 1. Types of documentation to be supplied by faculty member under review
 - 2. Types of documentation to be supplied by Concentration Coordinator
- III. Committees
 - A. Committee Structure
 - B. Standing Committees
 - C. Special Committees

I. Professional Duties of the Faculty

Excellent teaching is of primary importance to the School of Music. Activities including research, creative achievement, extramural performance, and service are also valuable and important both in and of themselves and because they invigorate one's teaching and bring recognition to the School. All faculty members must maintain a reasonable balance in their work so that neither teaching nor extramural professional activity is consistently neglected.

A. Classes

Faculty members are expected, as a matter of course, to meet all classes and lessons that they are scheduled to teach. If a professor must miss a private lesson, it is understood that the student will be notified as far in advance as possible and that the lesson shall be rescheduled at the earliest possible time. If a professor must miss a class, a substitute should be provided when possible.

B. Students

Faculty members are expected to maintain a professional concern about a student's continued progress, regardless of their assessment of a student's abilities.

C. Convocations

Faculty members are encouraged to attend convocations. Attendance at the opening convocation on the first day of each school year is mandatory for all faculty members.

D. Juries and Oral Exams

Faculty members (full-time and part-time) are required to attend juries within their appropriate performance areas. For graduate orals, faculty chairing thesis committees are expected to attend the oral examination of the graduate candidate. Applied faculty are expected to attend the oral examinations of their students.

E. Student Recitals

Faculty members are encouraged to attend student recitals, especially those in their area.

F. Faculty Recitals

Faculty members are encouraged to attend recitals given by faculty colleagues and concerts presented by School performing groups.

G. Faculty Meetings

Full-time members are expected to attend all faculty meetings as well as meetings of committees and other groups, both in the School of Music and the University, to which they have been elected or assigned. Part-time faculty members are encouraged to attend faculty meetings.

H. Ethics

All faculty members should cultivate professional ethics in their relationships with colleagues and students. In the event of disagreements with their colleagues, faculty should make every effort at resolving them through informal processes; the most important step should be discussions with the colleagues involved. In all instances, students should be protected and should not become a party to faculty disagreements.

II. Faculty Personnel Policies

A. Types of Reviews

In the School of Music there are five types of faculty review: annual review, pre-tenure review, tenure review, promotion review, and periodic career review. In this document, information and procedures common to all reviews are detailed first, followed by information specific to each type of review.

B. When Reviews are Conducted

1. Annual reviews are conducted each year. In years when the University budget allows for merit increases in salary, the amount of any such increase will be determined by the annual review.
2. Pre-tenure reviews are normally conducted at the mid-point of the probationary period, i.e., between the time an individual has been appointed into a tenure-track position and the time he or she is reviewed for tenure.
3. Promotion and tenure reviews: Faculty members shall normally remain in the ranks of assistant and associate professor for a period of six years each, undergoing review for promotion to the next rank during the sixth year. The review for tenure shall normally occur simultaneously with the review for promotion from assistant to associate professor.
4. Periodic career reviews: Faculty members with tenure shall undergo a periodic career review after every fifth year of service. When the review period ends in a sabbatical or other leave, the periodic career review shall be deferred until the next academic year. A promotion shall replace a periodic career review for the period in which the promotion occurs (The Redbook, Section 4.2.4).

C. General Criteria to be Used in All Reviews of Faculty

1. Teaching
 - a. The primary requirement for a positive personnel action is effective teaching. Thorough preparation, mastery of the subject matter, and effective communication thereof are essential. The individual teaching style and approach of any faculty member, however, is of necessity a matter of personal determination.
 - b. Evidence of classroom and ensemble teaching effectiveness will be gathered from careful consideration of course organization, syllabi, instructional materials, evidence of planning and preparation, knowledge of subject matter, efforts to encourage student participation, and student course evaluation forms. In the academic year of a promotion or tenure review, evidence will also be gathered from classroom visitation by at least two members of the candidate's Initial Review Committee, who shall each attend two or more classes taught by the faculty member under review in the course of a semester. The last of the observations shall take place at least three weeks before the Initial Review Committee vote. The faculty member being observed shall have at least one-week notice prior to each observation. A written summary shall be placed in the faculty member's file within one week of the observation. The faculty member may respond in writing within one week.

- c. Evidence of the effectiveness of studio teaching will be evaluated by the quality of student performance at convocations, juries, and concerts, and from a careful consideration of student course evaluation forms.
 - d. The development of new courses or innovative, effective teaching approaches shall be considered when appropriate. A faculty member under consideration may provide evidence of such innovative approaches or new programs. In the case of major innovations, it may be thought more appropriate to consider these as creative activity.
 - e. A faculty member under consideration may present evidence of participation as a reader on graduate thesis committees. Two levels of activity with regard to recital and thesis committees shall be considered. The student's studio teacher, in the first case, and chief reader, in the second case, shall receive teaching credit for their work. Other members of both recital and thesis committees shall receive service credit instead of teaching credit for their work, unless otherwise stipulated by the Annual Work Plan.
2. Research and Creative Activity: The School of Music recognizes and encourages a diversity of contributions in musical performance and composition, scholarly research, and other sorts of creative activity. It is understood that faculty who are primarily performers or composers engage in research and creative activities, the result of which is normally performance and/or recording rather than scholarly publication.
- a. Research and creative activity may include but not be limited to publishable books and articles, performances, compositions, recordings, arrangements, demonstrations, and papers presented at professional conferences and meetings. To the extent they represent serious research and creative activity, presentations to musical and educational conventions, workshops, master classes, or seminars as well as research grant proposals and the like are also recognized. The specific standards within a Concentration shall be determined by the Concentration faculty.
 - b. The evaluation of research and creative activity is based on documented evidence. Research that leads to the development of major innovations in effective teaching and research methods is recognized as significant creative activity. Participation in interdisciplinary programs is encouraged and is recognized when it involves significant research and creative effort.
 - c. Non-recorded performances, such as presentations, recitals, concerts, lectures, and demonstrations to the public, shall also be considered. The faculty member under consideration must provide evidence of such occurrences by printed programs, reviews or the like.
 - d. Research or creative activity in progress may also be considered an achievement to the extent that the faculty member under consideration has developed it to the point that the quality of the work can be considered by the Personnel Committee.
 - e. In reviewing research and creative activity, both the quality and quantity of work will be considered, but quality will be considered of primary importance.
 - f. When a faculty member under review has had extraordinary teaching or service obligations during a significant part of the period under consideration, this shall be taken into account in any judgment of his or her research and creative activity.
3. Service

- a. Service to the University. Faculty participation in the governance and operation of the School of Music and the University is important in maintaining the strength of the School.
 - i. Service to the School of Music entails participation in faculty meetings and faculty committees. It may also include administrative assignments, academic advising, serving on recital committees, the sponsorship of student groups or other services to students, and the performance of special tasks assigned by the faculty or Dean.
 - ii. The School of Music has an important obligation to participate actively in the affairs of the University community. Therefore, faculty members are encouraged to provide service to the University as well as to the School of Music as opportunities allow. Participation on University committees, performance of University governance or administrative tasks, and acceptance of significant advisory positions within the University shall be considered evidence of service to the University.
 - iii. The quality as well as the quantity of service to the School of Music and University shall be considered. A faculty member under consideration may provide, or the Personnel Committee may seek, evaluations of the faculty member's service, such as letters from Committee chairs testifying to the faculty member's level of participation.
- b. Service to the Profession. Service to the profession is expected of music professors. Active participation in professional organizations, service on music committees and commissions, presentations at professional education seminars, and participation in professional meetings are acceptable forms of professional service. The receipt of professional honors and awards may be evidence of professional service.
- c. Service to the Community. Service to the community (local, state, and national) may take many forms: speeches and interviews; service on community committees, task forces and commissions; and presentations concerning the music profession to community groups, schools and the like are considered as service to the community. To be considered as service to the community, the activity should normally be related to one's status as a musician or as a professor.

4. Other Criteria

- a. A faculty member hired with the understanding that his or her professional experience upon the initial appointment is equivalent to an advanced degree may not be denied tenure and/or promotion because of the lack of such degree, unless the contract at the time of hiring stipulates the acquisition of such a degree by a specified date as a condition of continued employment. The lack of a terminal degree shall not be considered prejudicial in any subsequent personnel reviews.
- b. Scholarship, research, creative activity, and service are to be determined by the faculty within the Concentration.

D. Specific Guidelines for Each Type of Review

1. Annual Work Plan and Annual Review

- a. Requirements and Procedures

- i. Each tenure-track or tenured faculty member will develop and submit for the approval of the Dean an Annual Work Plan for the coming year in consultation with the appropriate parties, described below in section II.D.1.a.vii. The Annual Work Plan shall detail courses to be taught, as well as outline any planned research and other creative activity and service to be undertaken, and shall be consistent with The Redbook, Section 4.3.1, Annual Work Plan and Presence at the University.
- ii. The annual review shall measure achievement of the goals outlined in the Annual Work Plan and will be based on documentation of performance as outlined in this document. Faculty may also report at the time of the annual review other measurements such as, but not limited to, record of innovations in teaching, new course development, involvement in student recruitment, representation of the School of Music off-campus, and grants sought and/or awarded.
- iii. Consideration for an annual salary increase shall be based on the merit of all professional activities, regardless of whether or not an outside fee or salary was received.
- iv. Faculty may not be penalized for lack of activity in areas not assigned in the Annual Work Plan.
- v. Faculty members may place documentation that qualifies them for a salary increase in their annual review files. The Dean must base salary decisions on the contents of the review files in addition to the recommendation(s) of the appropriate parties described in section II.D.1.a.vii and a review of student course evaluation forms.
- vi. The faculty member will be responsible for and shall submit a Professional Activities Summary, along with any supporting documentation. Except for new faculty, this documentation shall cover the preceding calendar year.
- vii. Decisions on the awarding of annual salary increases shall be made by the Dean in conjunction with the parties described in the following sub-sections:

(a) Department of Performance Studies

(1) The faculty member's Concentration Coordinator and Area Coordinator, each of whom presents independent reviews. In the case of review for an Area Coordinator, Faculty Committee shall substitute a tenured faculty member from the same Area.

(2) In the case of review for a Concentration Coordinator, the Department Chair and members of the Concentration Faculty, who will convene for their collective review. For Concentrations with more than five members, the Faculty will appoint three members to conduct a representative review for the Concentration on an annually rotating basis. Each of these two parties—Chair and faculty—conducts independent reviews.

(3) In the case of review for the Department Chair, the Coordination Coordinators within the Department, each of whom presents an independent review.

(b) Department of Academic and Professional Studies

(1) The faculty member's Department Chair

(2) In the case of review for a Concentration Coordinator, the Department Chair and members of the Concentration Faculty, who will convene for a collective review. For Concentrations with more than five members, the Faculty will appoint three members to conduct a representative review for the Concentration on an annually rotating basis. Each of these two parties—Chair and faculty—conducts independent reviews.

(3) In the case of review for the Department Chair, the Coordination Coordinators within the Department, each of whom presents an independent review.

- viii. In view of the distinctive and diverse talents of the School's faculty, it is the responsibility of the person(s) identified in section II.D.1.a.vii to make equitable salary decisions which take into account faculty diversity and to compare and reward the faculty's diverse effort appropriately.
 - ix. Probationary faculty must demonstrate proficiency in teaching, research/creative activity, and service. The evaluation of tenured faculty shall take into consideration the categories of teaching, research/creative activity and service as articulated in the Annual Work Plan, as well as the faculty member's personal and professional contributions towards the attainment of his or her Concentration's goals and objectives as well as those of the School.
 - x. Each annual review shall summarize overall annual performance as unsatisfactory, satisfactory/proficient, outstanding, or exceptional.
 - xi. The Dean shall inform faculty members, in writing, of the performance evaluations, recommendations for improvement if necessary, and recommendations, if any, for salary increases. Each faculty member shall be given the opportunity to respond to these recommendations and his or her performance evaluation so that timely adjustments may be made before the Dean's final recommendation. (The Redbook, Section 4.2.1, Annual Reviews).
 - xii. The Dean shall make to the faculty and to the University Provost an annual report which shall contain at least a frequency distribution of the percentage salary increases received by all faculty members in the unit and a description of the evaluation system used to derive such increases.
 - xiii. Faculty members who feel that they have been unfairly evaluated and/or denied an annual salary increase or that the amount of their increase was not commensurate with their degree of achievement may appeal the decision to the Dean by September 1 of the same calendar year for informal resolution. The Dean shall respond by September 15. If, after having received a written response from the Dean, the faculty member continues to feel dissatisfied with the Dean's decision, he or she may file a written appeal with the Personnel Committee by September 30. The Personnel Committee will review the appeal and make its recommendation to the Dean by October 15.
 - xiv. The School of Music shall archive faculty annual reviews.
- b. Timetable
- i. New faculty members will complete an Annual Work Plan at the time of their initial appointment; all other faculty members will submit Annual Work Plans to the Dean by February 1 for that calendar year. Approved documents shall be placed in the faculty member's personnel file.

- ii. Faculty members may revise the Annual Work Plan in consultation with the appropriate Concentration Coordinator, subject to approval by the Dean, no later than October 15.
- iii. The Annual Work Plan may be developed over a two- or three-year period in order to provide responsive flexibility that meets the needs of the faculty and the School of Music.
- iv. Reviews for annual salary increases shall be conducted in writing each calendar year. For new faculty, the review will encompass the period from the date of appointment to the end of the calendar year. If funding in any given year does not allow for recognition of meritorious performance, the review(s) shall be included in future merit reviews when funding is available.

2. Pre-Tenure Review

- a. Requirements, Procedures and Timetable different from those required by the Annual Review
 - i. Each probationary faculty member in the School of Music shall be reviewed at the mid-point of the probationary period at the University. The review shall be conducted at the same level of rigor and by the same process as a tenure review, except that external evaluations shall not be required. The results of the review shall be made available to the faculty member. The purpose of the review is to inform the faculty member of the unit's perception of the progress being made towards meeting the standards required for tenure. The evaluation originates in the faculty member's primary Concentration and proceeds to the Personnel Committee, but it shall not be considered complete until acknowledged by the Dean in a letter to the faculty member under review.
 - ii. The record compiled for pre-tenure review shall be maintained as part of the evidence to be considered in tenure review.
 - iii. During the spring semester, the Dean shall notify each Concentration Coordinator in writing of all faculty in that Concentration who are eligible for pre-tenure review, as determined by current policy.
 - iv. The Dean shall inform the Personnel Committee, the faculty member or members under consideration, and other full-time members of the faculty of the faculty members who must be considered for pre-tenure review.
- b. Additional Levels of Review for Pre-Tenure Review
 - i. Concentration Review and Recommendation
 - (a) The candidate shall have access to and may respond in writing to any material that is placed in the file, but neither the candidate nor anyone else shall have the right to remove anything from the file.
 - (b) The Concentration Coordinator shall convene a meeting of the Concentration faculty to evaluate the file of the candidate in light of the criteria and standards appropriate to the type of review outlined in the governance documents. All full-time tenured and probationary faculty with a primary appointment in the candidate's Concentration are expected to participate in the review, and non-tenurable (term and part-time) Concentration faculty, as well as those with a secondary appointment in the candidate's Concentration are encouraged to do so. The Concentration Coordinator and Concentration faculty members will vote

by secret ballot on whether or not to recommend that the faculty member has successfully passed the pre-tenure review. Only full-time tenured and probationary faculty with a primary appointment to the candidate's Concentration are eligible to vote, and all are required to vote with the exception of the candidate. The Concentration Coordinator shall submit the vote of the Concentration by letter, including salient points of the discussion, to the Personnel Committee within one week of the vote Concentration vote.

- (c) The candidate shall be notified in writing of the result of the vote by the Concentration Coordinator within one week of the vote. The letter providing the summary of the Concentration discussion shall be available to the candidate. If the vote is negative, such notification to the candidate shall be by certified mail.

- ii. Personnel Committee Review and Recommendation

- (a) The Personnel Committee shall make its recommendation concerning the candidate's pre-tenure review based on the materials in the review file as well as the Concentration review and recommendation.
- (b) The Personnel Committee may invite the candidate or other persons as it deems necessary to appear before the Committee. Any faculty member may request such an invitation. Candidates shall be informed if any person is invited to appear before the Committee, and shall be informed of the substance of such a meeting and shall have the right to respond in writing and/or to appear before the Committee prior to the vote.
- (c) After due consideration of all available information, the Personnel Committee shall vote by secret ballot on whether or not to recommend that the candidate has passed the pre-tenure review. The recommendation shall be by simple majority vote of the members of the Personnel Committee, and the committee chair shall attest to the results. Following the vote, the committee chair shall inform the Dean. Within one week, the committee chair shall submit to the Dean a written summary of the committee discussion and the results of the vote.
- (d) The chair of the Personnel Committee shall inform the candidate within one week in writing of the results of the vote. The candidate has the right to submit a written rebuttal to the vote.
- (e) The Dean shall report the results of the pre-tenure review to the faculty member.

3. Tenure Review

- a. Requirements, Procedures and Timetable, which differ from those required by the Annual Review
 - i. In keeping with the mission of the School of Music and the nature of music study, teaching is considered paramount to the qualifications for tenured faculty members. Candidates for advancement to tenure shall demonstrate excellence in teaching and proficiency in research/creative activity and service. They shall, in addition, give promise of continuing at these levels of performance in all of these areas. Further, in accordance with The Redbook, Section 2.5.8, they shall demonstrate adherence to professional standards.

- ii. Completion of the probationary period with positive annual performance reviews and a positive pre-tenure review shall not in and of itself constitute sufficient grounds for tenure.
 - iii. The initial review and evaluation for tenure shall be conducted by a committee of faculty members whose constitution is outlined in Section II.D.3.c.i.(b) below. The evaluation and recommendation of committee shall be forwarded by the Concentration Coordinator to the Personnel Committee, which shall make a recommendation to the Dean. The recommendation of the Dean shall be the School of Music's recommendation.
 - iv. During the fall semester, the Dean shall notify each Concentration Coordinator in writing of all faculty in that Concentration who are eligible for tenure review in the proceeding academic year. In addition the Dean shall inform the Personnel Committee, the faculty member(s) under consideration, and other full-time members of the faculty.
- b. Additional Requirements for Personnel File of Those Seeking Tenure
- i. The Concentration Coordinator shall submit the names of two external evaluators and one alternate for candidates seeking tenure to the Dean's Office.
 - ii. External evaluators shall provide comments regarding the quality of research and creative activity, along with justifications for those comments, but recommendations as to whether promotion or tenure should be awarded shall be disregarded.
 - (a) Selection of External Evaluators
 - (1) Qualifications. External evaluators shall be nationally recognized experts in the candidate's field of specialization. Evaluators may include experts not affiliated with academic institutions. Evaluators with academic appointments shall be tenured faculty members and must be at or above the rank to which the candidate seeks promotion.
 - (2) Neutrality. External evaluators shall be in a position to provide an objective assessment of the candidate's work. Evaluators may not be former mentors or individuals who have collaborated extensively with the candidate on research or creative activity.
 - (3) Selection Process. The faculty member under review may submit up to ten names of external evaluators considered qualified to evaluate submitted materials. The Concentration Coordinator and Concentration faculty may also submit additional names. The candidate must disclose in writing the nature of any prior association with these potential evaluators. The Concentration Coordinator in consultation with Concentration faculty shall select two individuals from the list submitted. The candidate retains the right to challenge any evaluator for cause. Evaluators who are perceived to be potentially non-objective shall not be selected. External evaluations shall be requested by the Dean's Office.
 - (b) Upon receipt of each external evaluation, the Concentration Coordinator shall provide a copy of the evaluation to the candidate. All reviewer-identifying items shall be deleted. The candidate shall have an opportunity to respond in writing to the external evaluation within five working days of receipt before it is

submitted to any reviewing body. All of this material shall be included in the file.

- (1) Lengthy documents, recordings, or other material difficult to duplicate shall be made available to members of the Initial Review Committee and Personnel Committee by the Dean's Office.
- (2) The candidate may examine any substantive material in the file but shall not be informed of the identity of evaluators. The candidate may add newly available material evidence for reconsideration by the previous evaluators or rebut any material before the file is forwarded to the Provost.
- (3) Materials submitted to the file may not be removed.

iii. Candidates may solicit letters of support from colleagues outside the School of Music. To be appropriately considered, letters should be received two weeks prior to the Initial Review Committee vote. The Dean's Office will solicit letters from unit faculty via electronic mail one month in advance of the Concentration vote.

c. Additional Levels of Review for Those Seeking Tenure

i. Initial Review and Recommendation

- (a) The candidate shall have access to and may respond in writing to any material that is placed in the file but neither the candidate nor anyone else shall have the right to remove anything from the file.
- (b) The Concentration Coordinator shall convene a meeting of the Initial Review Committee in order to evaluate the candidate's file in light of the criteria and standards above. All members of the candidate's various Concentrations are invited to participate in this meeting, but only the full-time tenured and probationary faculty from the candidate's Concentration whose appointments are also in the candidate's appointed Department are eligible and required to vote as members of the Initial Review Committee; the candidate may not vote. In the event that this voting group equals fewer than 5 voting-eligible members, the Initial Review Committee will comprise the total from this group plus voting-eligible faculty from other Concentrations in the candidate's appointed Department, such that the total equals no fewer than 5; these added participants will be appointed by the Faculty Committee. No member of the Initial Review Committee shall also be a member of the Personnel Committee. At this time the Initial Review Committee may request the appearance of the candidate. The members of the Initial Review Committee will vote by secret ballot on whether or not to recommend that the candidate be granted tenure and/or promotion. A letter reflecting the discussion and containing the results of the vote will be drafted by the Concentration Coordinator with consensus from voting members. The letter and vote will then be sent to the Personnel Committee. In the event of a tie, the letter and vote will be presented to the Personnel Committee as it stands.

- (c) The candidate shall be notified within one week in writing of the results of the initial vote. If the vote is negative, such notification to the candidate shall be by certified mail. The letter providing the summary of the initial discussion shall be available to the candidate.

ii. Personnel Committee Review and Recommendation

- (a) The Personnel Committee shall make its recommendation concerning the candidate's review based on the materials in the review file as well as the initial review and recommendation.
- (b) The candidate may choose to appear before the Personnel Committee, or the Personnel Committee may request the candidate to appear. During this appearance, the candidate may make a statement, present any evidence that could not be reduced to writing or recordable form, and respond to any members of the Personnel Committee. The candidate may request that this meeting be recorded. If recorded, the chair of the Personnel Committee shall be responsible for such a recording, provided sufficient notification is given.
- (c) The Personnel Committee may invite such other persons as it deems necessary to appear before the Committee. Candidates shall be informed if any person is invited to appear before the Committee, shall be informed of the substance of such a meeting, and shall have the right to respond in writing and/or to appear before the Committee prior to the vote.
- (d) After due consideration of all available information, the Personnel Committee shall vote by secret ballot on whether or not to recommend that the candidate should be granted tenure and/or promotion. The recommendation shall be by simple majority vote of the members of the Personnel Committee, and the committee chair shall attest to the results. Within two to three weeks, the committee chair shall submit to the Dean a summary of the committee discussion and the results of the vote.
- (e) The chair of the Personnel Committee shall inform the candidate in writing within one week of the vote. If the recommendation is negative, such notification shall be by certified mail and shall include the reasons for the negative recommendation. The candidate has the right to submit a written rebuttal of the vote.

iii. Dean's Recommendation to the University Provost

The Dean, having received all material reviewed during the previous steps, shall make a recommendation to the University Provost. Before the recommendation is sent to the University Provost, the Dean shall provide the candidate a copy of that recommendation. If the recommendation is negative, a copy of the recommendation shall also be sent to the candidate by certified mail. Only the candidate will see the Dean's recommendation. Before the file is forwarded to the University Provost, the candidate may add newly available evidence and/or rebuttals, in accordance with provisions of The Redbook. The final step of this procedure is the forwarding of the complete set of recommendations and the file to the University Provost as appropriate as specified in The Redbook, Sections 4.2.2.H.5 and 6. Once the file has been forwarded to the Provost, the file is considered closed, and no new materials may be added.

4. Promotion Reviews

- a. Requirements and Procedures different from those required by the Annual Review
 - i. Candidates for promotion to associate professor shall demonstrate excellence in teaching and satisfactory performance in research/creative activity and service. They shall, in addition, give promise of continuing at these levels of performance in all of these areas and shall demonstrate professional academic conduct in areas covered by the other criteria listed in the section above.
 - ii. Candidates for promotion to the rank of professor shall demonstrate excellence in teaching or research/creative activity. Furthermore, they shall give promise of continuing excellence in one or more of the areas of teaching, research/creative activity, and service, demonstrating a strong commitment to the highest standards in music and achieving significant professional stature. They must also demonstrate proficiency in the other criteria: teaching, research/creativity, and service.
 - iii. The Dean shall notify each Concentration Coordinator in writing of all faculty in that Concentration who are eligible for promotion. Each Concentration Coordinator shall notify the Dean in writing of all Concentration faculty who are being put forward for consideration for promotion. The Dean may also place a name under consideration for promotion, or an individual may request such consideration.
 - iv. Promotion to associate professor may occur at the same time as the awarding of tenure.
 - v. Promotion to professor normally occurs after six years in the rank of associate professor.
 - vi. Timelines and evaluation procedures will be consistent with those outlined for tenure reviews.

5. Periodic Career Review

The objective of the Periodic Career Review is to ensure that the faculty member's performance and contribution to the School of Music remain at a satisfactory level, consistent with the standards applied for promotion to the current rank, and with the expectations implicit in the faculty member's Annual Work Plans. Faculty members with tenure shall undergo a career review after every fifth year of service. A promotion review shall replace a career review for the period in which the promotion occurs. When the review period ends in a sabbatical (or other leave), the career review shall be deferred until the next academic year.

- a. If the faculty member under consideration has five consecutive positive annual reviews for the preceding five years, this shall be construed as constituting a positive Periodic Career Review, and a letter attesting to such shall be placed in the faculty's personnel file.
- b. If a tenured faculty member receives an unsatisfactory annual review, a three-member committee selected by the Faculty Committee from that faculty member's Concentration, when possible, shall be appointed to evaluate the review. If the review is found appropriate, then the committee shall recommend strategies for

improvement. If the review is found inappropriate, then the committee may encourage a response from the faculty member through the appropriate channels.

- c. If a faculty member receives two or more unsatisfactory annual reviews during a given five-year cycle, then a periodic career review is required. While materials gathered during prior annual reviews will be used in this review process, this review will be more comprehensive and the following considerations will apply.
 - i. The file shall include among other things a current vita, the five preceding annual reviews, and the five corresponding Annual Work Plans and Professional Activities Summaries.
 - ii. The Periodic Career Review will originate in the faculty member's Primary Concentration. The Concentration Coordinator shall convene a meeting of the Concentration faculty to evaluate the file of the candidate in light of the criteria and standards above. All full-time tenured and probationary faculty with a primary appointment to the candidate's Concentration are expected to participate in the review, and non-tenurable (term and part-time) Concentration faculty as well as those with a secondary appointment in the faculty member's Concentration are encouraged to do so. The Concentration Coordinator and Concentration faculty members will vote "proficient" or "non proficient" by secret ballot. Only full-time tenured and probationary members of the primary Concentration faculty are eligible to vote, and all are required to vote with the exception of the candidate. The Concentration Coordinator shall submit the vote of the Concentration by letter, including salient points of the discussion, to the Personnel Committee within one week of the concentration vote. The faculty member shall be informed of the outcome of the vote immediately.
 - iii. The Personnel Committee's recommendation shall characterize the faculty member's contribution as "proficient: meeting unit criteria" or "not proficient: not meeting unit criteria". In the case of an unsatisfactory recommendation, the Personnel Committee shall also include a letter explaining the basis on which its decision was made.
 - iv. Faculty members whom the Personnel Committee finds to be "not proficient" or "unsatisfactory" who fail to improve their performance to proficient levels, even after completion of professional development programs, shall be liable for appropriate disciplinary action as specified by The Redbook, Article 4.5.
- d. During the Spring semester, the Dean shall notify each Concentration Coordinator in writing of all faculty in that Concentration who must undergo a periodic career review. The Dean shall inform the Personnel Committee, the faculty member or members under consideration, and other full-time members of the faculty who must be considered for a periodic career review.
- e. Timetable for Unsatisfactory Periodic Career Review
 - i. Faculty whose performance is judged deficient shall have thirty calendar days after the completion of the career review to develop, in consultation with the Dean, a career development plan to remedy the deficiencies in one year, unless the Dean approves a longer period (The Redbook, Section 4.2.4).
 - ii. Upon successful completion of such a professional development plan, the faculty member shall then have one year to demonstrate satisfactory performance and will be reviewed at the end of the year in a special career

review according to the same standards applied prior to the professional development plan (The Redbook, Section 4.2.4).

E. Contents of the Review File

1. The faculty member shall assemble the following types of documentation for any type of review file.
 - a. A current Curriculum Vitae, copies of the faculty member's Annual Work Plans and Professional Activities Summaries for each of the years under review. Evaluations shall consider only those areas of activity for which the approved Annual Work Plan indicates the faculty member's responsibility.
 - b. Articles, programs, books, scores, recordings, or other such evidence of professional activities.
 - c. Documentation of service to the University, the profession, and the community.
 - d. In addition, faculty may wish to include any other item that contains information concerning criteria listed in previous sections.
2. The following types of documentation, when required as per the specific guidelines following, shall be assembled by the Concentration Coordinator of the faculty member's primary appointment, with the assistance of the Dean's Office staff as necessary.
 - a. Peer evaluation of instruction.
 - b. Student course evaluation forms for the period under review, as archived by the office.
 - c. Letters of recommendation or review by persons in the Concentration, the School of Music, the University, or outside the University (including alumni), and the faculty of other areas in which the faculty member may have taught during the period of review. Although these letters are to be solicited by the Concentration Coordinator, the faculty member under review may submit a list of names for this purpose. Letters from current students should not be solicited as the student course evaluation forms provide a format for such input.

III. Committees

A. Committee Structure

1. There shall be both standing elected committees and standing committees whose members are appointed or otherwise designated.
2. Terms of office for elected committees shall be for three years, determined in such manner that terms are staggered and no more than one-third of the membership is changed in any annual election.
3. Except where stated otherwise, the regular members of each committee shall select a chair from among their number at the first meeting of each academic year.

B. Standing Committees

1. Awards Committee

- a. Membership: The membership shall consist of four full-time faculty members, with Academic and Performance Faculties represented by at least one person each, as well as one representative of the School of Music Alumni Council. Alternates may be selected as necessary.
- b. Duties
 - 1) To accept nominations from the faculty for such awards as Alumni Fellow, Distinguished Alumni, and other such university-wide award programs and to prepare a slate of faculty members for awards offered by the University or the School of Music for submission to the Dean of the School of Music.
 - 2) To inform the faculty concerning awards, regulations, and criteria governing them, and the methods of application or nomination.
 - 3) To propose other awards or changes in the criteria or the procedures concerning awards to the administration of the School of Music.
 - 4) With the approval of the Dean of the School of Music, three members may individually serve as representatives of the School of Music on the three awards committees (teaching, research, and service) of the University.

2. Graduate Studies Committee

- a. Membership: There will be six members as follows: five shall be selected from among the graduate faculty, including representatives from the Performance and Academic Departments; and the Associate Dean shall serve ex officio as a non-voting member. This committee will be chaired by the Director of Graduate Studies, who will also serve as one of the representatives from his or her department. Alternates may be selected by the Faculty Committee as necessary from among the full-time graduate faculty of the School of Music.
- b. Duties
 - 1) To oversee the graduate curricula and to originate, receive, and pass upon all courses offered in the Graduate Concentration. All decisions / recommendations made by this committee must go to the full faculty for vote with the exception of student petitions.
 - 2) To consider and evaluate admission requirements, procedures for establishing candidacy, examinations for graduation, and all academic policies for all graduate degrees.
 - 3) To establish policies, procedures, and standards for graduate theses or other culminating projects.
 - 4) To rule on any petitions for variation from printed graduate curricula.

3. Undergraduate Studies Committee

- a. Membership: There will be six members as follows: five shall be selected from among the faculty, including representatives from the Performance and Academic Departments; and the Associate Dean shall serve ex officio as a non-voting member. This committee will be chaired by the Director of Undergraduate Studies, who will also serve as one of the representatives from his or her department. Alternates may be selected by the Faculty Committee as necessary from among the full-time faculty.
- b. Duties
 - 1) To evaluate all undergraduate curricula of the School of Music.
 - 2) To present all decisions/recommendations regarding undergraduate curricula of the School of Music to the full faculty for vote.
 - 3) To approve all undergraduate courses offered by the School of Music.

- 4) To be responsible for the effectiveness of the several curricula and the establishment of appropriate levels of student academic and performance achievement.
- 5) To be responsible for the coordination of related subject areas and to guard against excessive overlapping of course offerings.
- 6) To be responsible for the establishment of the appropriate aims and objectives for the several curricula and to develop a sound educational philosophy for the effective functioning of the School of Music.
- 7) To be aware of the recommendations of the several accrediting agencies, of the education policies and instructional practices of neighboring institutions.
- 8) To rule on any petitions for variation from printed undergraduate curricula.

4. Music Library Advisory Committee

a. Membership

- 1) There shall be five voting members, as follows: four faculty members, of at least two shall be members of the Graduate Faculty and at least one shall be from the Music History Concentration, and one student elected by the Student Council.
- 2) The University Librarian and the coordinator of the Dwight Anderson Memorial Library, or representatives appointed by them, shall serve ex officio as non-voting members.

b. Duties

- 1) To assist the Librarian in any phase of the operation of the Music Library which the Librarian shall deem appropriate. However, while the committee must function as an advisory committee to the Librarian, it shall be independent in its consideration of its recommendations and have an independent responsibility towards the Music Library.
- 2) To make recommendations regarding the growth and performance of the Music Library.
- 3) To serve as liaison with the Concentrations and the faculty at large for the purpose of engaging the faculty in the task of building and using the Music Library's collection.
- 4) To solicit on a regular basis recommendations from the faculty for acquisitions.
- 5) To recommend to the Librarian such programs as may encourage the use of the Library.
- 6) To assist the Librarian in obtaining support for the enrichment and expansion of the Music Library.

5. Personnel Committee

a. Membership

- 1) The Personnel Committee shall consist of five members, with its membership varying in part with each candidate up for review. It will consist of a core of two tenured full professors (one representing the Performance Faculty and one representing the Academic Faculty) and three ad hoc members selected by the Faculty Committee (two chosen from the candidate's primary concentration and one from the other concentration). The candidate's primary activity, and ancillary activities, if any, shall be represented by at least one member of the Committee. Ad hoc members shall be tenured and, in the case of promotion actions, hold the rank equal to or greater than that sought by the candidate. In cases where a committee cannot be fully constituted according to the guidelines set out here, the Faculty Committee may qualify others to serve as ad hoc members. Concentration Coordinators shall not serve as core members, and shall only serve on committees considering candidates from other Concentrations.

- 2) In the event that a member is unable to fulfill the obligation of membership on the Committee, an alternate shall be appointed by the Faculty Committee. Alternates shall be chosen from the same represented faculty.
 - b. Duties
 - 1) To conduct pre-tenure, tenure, promotion, and periodic career reviews, and to submit its recommendations to the Dean of the School of Music.
 - 2) To serve as an appeals committee in cases of dispute regarding annual reviews, including allocation of annual salary increases.
6. Faculty Committee
 - a. Membership: There shall be five members, with at least one representative each from the Performance and Academic Faculties.
 - b. Duties
 - 1) To serve as the Committee on Committees and Nominating Committee for faculty committee assignments and other service liaison assignments. Nominations for committee service will be solicited by this committee, in writing, each spring so that the committee can prepare a slate of nominees to the faculty by the first faculty meeting of the academic year. The committee may also submit to the Dean a list of nominees for appointed committee assignments without prejudice to the Dean's power of appointment. Every effort will be made to insure each faculty member the opportunity to serve on committees, as well as to avoid undue burden upon faculty members.
 - 2) To represent the faculty to the administration of the School or to the University, as may appear necessary or advisable.
 - 3) To review governance documents as necessary and to make recommendations for amendment to the faculty.
 - 4) To provide an information session to new and probationary faculty to review timelines, documents, and expectations.
7. Scholarship Committee
 - a. Membership: The Scholarship Committee shall consist of five regular members, one alternate, and the Associate Dean who serves ex officio as a non-voting member. Of the five regular members, there must be representation from the Academic Faculty, the Performance Faculty, and the Ensembles & Conducting Concentration.
 - b. Duties
 - 1) To recommend to the Dean allocation of scholarship funds for entering and returning students.
 - 2) The chair shall notify the faculty of all scheduled meetings of the Committee. Any member of the School of Music faculty, full-time or part-time, shall be welcome to attend all meetings of the Scholarship Committee with voice, but no vote.
 - 3) No scholarship funds shall be disbursed without the discussion and vote of at least three voting/alternate members.
8. Student Academic Grievance Committee
 - a. Membership: The Student Academic Grievance Committee shall consist of three regular members and one student, a non-voting member of the committee. The three regular members will be selected to provide one representative each from the Academic Faculty, the Performance Faculty, and the Ensembles & Conducting Faculty. The student member shall be selected by the School of Music Student Council. No member of the Student Academic Grievance Committee shall serve on the Scholarship Committee at the same time.
 - b. Duties:

- 1) To oversee academic grievances filed by a student against a faculty member.
 - 2) To submit a written report to the Dean of the School of Music concerning the outcome of the grievance process in a timely manner.
9. Diversity Committee
- a. Membership: There shall be four members, as follows: one from the Performance Faculty, one from the Academic Faculty, one student, and one representative of the Music Library. The student shall be chosen by the Student Council and the Music Library representative by the Music Librarian. The other two members shall be chosen by the Faculty Committee.
 - b. Duties
 - 1) To prepare and oversee the promulgation of the Unit Diversity Plan.
10. Technology Committee
- a. Membership: There shall be five members, as follows: two from the Performance Faculty, one from the Academic Faculty, the School of Music Technology Specialist, and the School of Music's University Information Technology Partner.
 - b. Duties
 - 1) To make decisions concerning technology standards, policies, and procedure on issues within the School of Music.
 - 2) To develop and maintain the School of Music website.
11. Dean's Advisory Committee
- a. Membership: Membership shall include the Dean and Associate Dean as well as the six Concentration Coordinators, and may also include other members as appointed by the Dean. The Dean shall act as chair.
 - b. Duties
 - 1) To consult on plans and directions for the School of Music.
 - 2) To recommend policies for presentation at faculty meetings for faculty approval.
 - 3) To represent the unit in grievance procedures for students as described in the Undergraduate and Graduate catalogs.

C. Special Committees

Special committees, including duties and membership, shall be by appointment.

Approved by the Faculty in April 2007

Revised in May 2008

Revised in October 2008

Revised in February 2009; August 2009; Approved by Board of Trustees 11-11-2010

Approved by the Board of Trustees 04-02-2015