

## *CRITERIA FOR PROMOTION*

**Revised April 15, 2008**

### **GENERAL PURPOSES AND RESPONSIBILITIES**

The quality of the Department of Music at the University of Central Missouri is sustained through the dedicated and creative work of the faculty. Objective, systematic, and thorough appraisal of each candidate for initial and continued appointment, for promotion in academic rank, and for the granting of indefinite tenure is therefore essential. The purpose of these guidelines is to provide common criteria and procedures for tenure and promotion for all UCM music faculty in the professorial ranks.

Promotions in rank and the granting of tenure are based on merit. They are never automatic or routine, and are made without regard to race, color, religion, gender, age, marital status, sexual orientation, gender identity or expression, disability, political affiliation, or national origin. In general, promotions are awarded to recognize the level of faculty members' contributions to the missions of the department and University in Teaching, Scholarship/Creative Activity, and Service.

Responsibility for promotion and tenure recommendations rests principally with the senior members of the faculty, department chair, and academic deans, who share the initial responsibility of quantitative and qualitative analysis of a candidate's evaluation file and/or dossier. Final responsibility rests with the Provost and President. Reviewers base their recommendations on carefully prepared evaluation files and dossiers that document and assess the accomplishments of each candidate.

#### **Responsibility of the candidate**

The Candidate must clearly demonstrate and provide evidence of exceptional performance and achievement in Teaching, Scholarly/Creative Activity, and Service. Candidates are expected to establish a history of activity leading to professional recognition at a local level (for promotion to Assistant Professor), regional level (for promotion to Associate Professor), and national/international level (for promotion to Professor). Dossiers must follow the guidelines as set forth in the University Faculty Guide. The Department of Music endorses the College of Arts, Humanities, and Social Sciences Promotion and Tenure Policy and Procedures. Candidates are advised to consult this document.

#### **Responsibility of the Promotion and Tenure Committee [Faculty Guide, III – 15, c., d.]**

The department chair and committee are charged with validating the authenticity of the material in the appendix to the candidate's dossier. The candidate's colleagues in the department are the reviewers most knowledgeable about the relative stature of scholarly venues accessible in the discipline, the appropriate professional organizations and their prestige within the discipline, idiosyncrasies of departmental assessment instruments, etc. Thus, it is incumbent on the department reviewers to communicate clearly the bases of their recommendations to the succeeding levels of review.

### ***Statement of Philosophy:***

The discipline of music involves a variety of specializations: performance, composition, education, theory, musicology, and technology. To teach well in any specialization requires technical competence, artistic excellence, and scholarly distinction. The Department holds that these specializations are of equivalent weight and significance. Faculty members in the areas of music education, theory, and musicology often distinguish themselves by producing scholarship. Performers, composers, and music technologists often achieve distinction through creative measures. Composition is a creative craft and art analogous to the creative written and visual arts. Performance, a re creative craft in which musical notation is realized artistically, is analogous to the theatrical arts (acting, production). Music technology is a broad field with numerous specialties. Some, like acoustics research or software creation, align with pure and applied science fields. Others, such as work in audio engineering, are creative activities. Disciplines in music are not mutually exclusive. In addition to documenting achievements in their specialization, candidates may also include documentation of other musical endeavors.

### **Excellence in teaching.**

The Department of Music endorses the College of Arts, Humanities, and Social Sciences Promotion and Tenure Policy and Procedures. Candidates are advised to consult this document.

### **Department of Music Teaching Guidelines by Rank**

**For promotion to Assistant Professor:** At minimum, demonstrate effectiveness in teaching with potential for continued pedagogical growth and a history of activity leading to professional recognition at a local level. Assessment based upon departmental evaluation.

**For promotion to Associate Professor:** At minimum, demonstrate continued excellence in teaching and a history of activity leading to professional recognition at a regional level. Assessment based upon departmental evaluation.

**For promotion to Professor:** Demonstrate continued excellence and recognition as a master teacher in the candidate's teaching field(s) and a history of activity illustrating professional recognition at a national/international level. Assessment based upon departmental evaluation.

### **Department of Music Teaching Guidelines for All Candidates**

Candidates are not required to provide evidence of excellence applicable to each of the items listed in the University's "Promotion and Tenure Policies"; rather, they are expected to demonstrate, through a sustained level of excellence, their commitment to the art of pedagogy. Assessments of teaching should be performed by the Department and

College Promotion and Tenure Committees, the Chair of the department, and the Dean. These assessments should be included in the respective letters of the Chair, the Dean, and the Committees. Evidence used to support Excellence in Teaching should not be repeated under Service or Scholarship/Creative Activity.

The following teaching activities are drawn from the University's "Promotion and Tenure Policies," items a. through d, under "Teaching." Specific directions for listing teaching may be found in the "Faculty Guide."

a. Student evaluations represent one assessment of a candidate's teaching excellence. Although student evaluations are to be submitted at the candidate's discretion, the evaluations must be current (since the last time the candidate was promoted). Candidates, who have not been granted tenure, may supply student evaluations from institutions where they have taught previously. Candidates should also consult the department evaluation procedures that clarify student evaluation expectations.

b. Candidates for promotion and/or tenure should supply up to date peer evaluations by more than one evaluator from at least two different academic years they are at their current rank at UCM if possible, or if not, from what the department chair considers being a reasonable and representative selection of semesters. Peer evaluations should be arranged by the Promotion and Tenure Evaluation Committee chair.

c. Evidence of self-improvement in the area of instruction. Such evidence may include:

(1) Record of work in the scholarship of teaching and learning (STL) including courses taken or seminars attended, conferences attended, scholarly work in STL, mentoring or consultation in the area of STL (candidate should consult the University guidelines on STL as included in the Council of Deans statement "Scholarship of Teaching and Learning: Its Role in Promotion and Tenure").

(2) Descriptions of how student, chair, and/or peer evaluations and feedback were used to improve teaching.

(3) Record of attendance at conferences, symposia, workshops, and clinics for the improvement of teaching the content area.

d. Supplemental information may, of course, be included in the dossier. Examples of other evidence of teaching excellence might include the following:

(1) Syllabi and course materials.

(2) Record of student advisement or cooperative work on major programs and research and professional projects. Candidates should state whether they received release time for their work in this area.

(3) Record of service on thesis committees.

(4) Record of innovations in the instructional process, e.g., curriculum development or revision or course development including CTL grants.

(5) Record of mentoring colleagues or other professionals (must not be duplicated under “service”).

(6) Record of awards for teaching excellence.

(7) Record of current and former student achievement.

Other evidence of teaching excellence that a candidate believes will reinforce the case for promotion and/or tenure may be included at the candidate’s discretion.

### **Scholarly and/or Creative activity**

The Department of Music endorses the College of Arts, Humanities, and Social Sciences Promotion and Tenure Policy and Procedures. Candidates are advised to consult this document.

### **Department of Music Scholarly and/or Creative Activity by Rank**

**For promotion to Assistant Professor:** At minimum, demonstrate potential for continued individual growth and evidence of a history of scholarly and/or creative activity leading to professional recognition at a local level.

**For promotion to Associate Professor:** At minimum, demonstrate continued individual growth and evidence of a history of scholarly and/or creative activity leading to professional recognition at a regional level.

**For promotion to Professor:** Demonstrate continued individual growth and evidence of a history of scholarly and/or creative activity leading to professional recognition at a national/international level.

### **Discipline-related Scholarly and/or Creative Activity:**

*Note:* Candidates are expected to document scholarly and creative activity as related to their contractual area(s) of specialization, but may include examples of other scholarly and creative activities. Candidates involved in scholarly activities such as publication, or other activities not identified below, are advised to consult the College Promotion and Tenure Guidelines for examples of criteria. Because the discipline of music is vast, the department provides suggested criteria that are not necessarily listed in ranked order. It is the responsibility of the candidate to document both a history of activity, and clearly to articulate the local, regional, or national/international level of the activity. Documenting only one of the listed criteria will not suffice for promotion or tenure.

Common creative production for a *composer*:

- • Publication of a musical composition or arrangement.
- • Receiving an award or performance through a juried composition competition/conference.
- • Performance or commercially distributed recording of a composition in a non-UCM medium.
- • Positive critical review from off-campus experts in the field.
- • A history of compositions and/or arrangements performed at Central.

Common creative production for a *performer*:

- • Solo artist or member of a chamber ensemble on a non-UCM concert series, or with a non-UCM ensemble.
- • Compensated or non-compensated performance with a professional ensemble.
- • Performance on a commercially distributed recording by a non-UCM ensemble.
- • Performance in a juried competition.
- • A history of excellence in solo performance, chamber music performance, or accompanying at UCM.
- • Positive critical review from off-campus experts in the field.

Common creative production for a *conductor*:

- • Conducting a non-UCM ensemble in performance or on a commercially-released recording, such as professional ensembles or student state and district ensembles.
- • Conducting a UCM ensemble at a juried performance.
- • A history of conducting excellence at UCM beyond typical contractual expectations.
- • Positive critical review from off-campus experts in the field.

Common creative production in the field of *music technology*:

- • Audio engineering on a commercially distributed film, recording, or other product
- • Sound reinforcement, audio engineering, and/or sound design in a significant non-UCM medium.
- • Creation of software and/or hardware for use in the field of music technology, evaluated through

publication, mass production, or general acceptance in the field outside of UCM.

- • A corpus of significant recordings and/or sound reinforcement work completed at UCM.

Other evidence of scholarly and/or creative activity that a candidate believes will reinforce the case for promotion and/or tenure, may be included at the candidate's discretion.

**Service to and recognitions within the university community and the professional discipline.**

The Department of Music endorses the College of Arts, Humanities, and Social Sciences Promotion and Tenure Policy and Procedures. Candidates are advised to consult this document.

Candidates are not required to provide service applicable to each of the items enumerated in the University Promotion and Tenure Policies and herein. Rather, they are expected to demonstrate, through a sustained level of service, their commitment to participate in the departmental, college, university, regional, national, and international communities. Evaluation of service for the purposes of promotion and tenure should be performed by the department and College Promotion and Tenure committees, the departmental Chair, and the Dean, and these assessments should be included in the respective letters of the Chair, the Dean, and the committees. Evidence used to support performance in Service should not be repeated under Teaching and Scholarship/Creative Activity.

**General Department of Music Service Guidelines by Rank**

**For promotion to Assistant Professor:** At minimum, contribute effectively at departmental, local and state levels.

**For promotion to Associate Professor:** At minimum, contribute effectively at departmental, college, state or regional levels. The candidate should have achieved committee or officer status.

**For promotion to Professor:** Contribute effectively at departmental, college, university levels, and through regional and/or national /international activities or leadership positions.

**Specific Department of Music Service Guidelines for All Candidates**

The following service activities are drawn from the University Promotion and Tenure Policies, items a. through k. under "Service". Specific directions for listing service may be found in the Faculty Guide.

**a.** Involvement in university, college and/or departmental government. **b.** Membership on university, college and/or departmental committees.

**c.** University sponsored programs (University colloquia, workshops, clinics, seminars, festivals, Contests, forums, performances, etc.).

**d.** Sponsorship of university societies. Include sponsorship of fraternities, sororities, clubs, etc. **e.** Non-Compensated Teaching Overload.

**f.** Recruitment of Students. Cite any effort that encourages prospective students to visit the Central campus.

**g.** Coaching. Involvement on conference, regional or national committees should be cited. Outstanding team or individual accomplishments would be appropriate to identify. Indicate personal recognition received (e.g., conference coach of the year).

**h.** Other university activities. Cite other activities that are meritorious, such as directing or performing in theatre or musical activities, accompaniment, recital collaborations, etc.

**i.** Recognitions for Service to Professional Organizations. Categorize the items as international, national, regional, state, or local.

**j.** Membership in Academic, Professional and Scholarly Societies. Categorize the organizations as international, national, regional, state, or local.

**k.** Conventions, Clinics, Institutes, Workshops, Post-Doctoral Course Work, Internships, Sabbaticals, and Other Programs. List those activities for which the applicant provided service or opportunity for their colleagues' professional development. Examples of such activity would include organizing and chairing a session at a meeting, conducting a workshop on discipline-specific or other topics (locally or nationally), preparing media for distribution at such a program, or aiding in planning, preparation, or execution of any of the types of program listed above. (Note: Candidates who were participants in the types of programs listed here without making a substantive contribution are encouraged to list them under Teaching item m. in the University Promotion and Tenure Policies or Scholarship/Creative Activity item g. in the University Promotion and Tenure Policies).

**Additional service recognized by the Department of Music:**

**l.** Documentation of consistent and successful mentoring of junior faculty within the university

including service in producing peer evaluations for promotion and tenure dossiers.

**m.** (Does not apply to our department: uncompensated supervision of student teachers).

**n.** Review of professional submissions and media (to include peer review of manuscripts and grant proposals) where discipline-specific knowledge is applied to the evaluation.

**o.** Editing of a compiled volume or journal. If the candidates applied their professional expertise to the copy-editing or selection of the works to be compiled, such editing or compiling may be considered a scholarly activity.

**p.** Development of a departmental or professional newsletter, website, study guide, or other publication of limited circulation that lacked peer-review.

- q. Discipline-related service in a voluntary governmental position or on an advisory board or council outside the university community.
- r. Internal grants and awards, including any outcomes (new equipment for departments, G. A. positions, supplies, etc.).
- s. Serving as an expert witness, translator/interpreter, or consultant, without compensation excepting honoraria.
- t. The above list is not comprehensive. The candidate may include any other discipline-related activities that he/she considers as a service by including the date of service, the beneficiaries, and a description.

Other evidence of service that a candidate believes will reinforce the case for promotion and/or tenure, may be included at the candidate's discretion.

### ***RETENTION, TENURE, AND PROMOTION***

#### **FACULTY EVALUATION PROCEDURES**

The Department of Music developed a format implemented in the fall of 1981 (amended in 1997, 2005, and 2008) to assist with faculty development and evaluation. We philosophically feel evaluation should not merely be a system used for promotion or retention purposes but should serve as a vehicle for individual faculty growth and enrichment. Please refer to the *Faculty Guide* and the College of Arts and Sciences Promotion and Tenure Policy and Procedures for complete information about the Tenure/Promotion process at Central.

For faculty applying for promotion and/or tenure, the process in the Department of Music is as follows:

1. Student evaluations are conducted of each faculty member every year and in every class for non-tenured faculty. Faculty receive the results after the conclusion of the semester. It is the responsibility of the faculty member to include a record of student evaluations and peer evaluations in the promotion and/or tenure dossier.
2. Candidates for promotion and/or tenure must submit a dossier to the Department Chair following the guidelines in the *Faculty Guide* [III-14].
3. The Promotion Committee will consist of all tenured faculty except those applying for promotion. The Promotion Committee will evaluate and vote for all candidates applying for promotion.
4. The Tenure Committee will consist of all tenured faculty. The Tenure Committee will evaluate and vote for all candidates applying for retention and tenure.



5. The Department Chair serves on the Promotion and Tenure committees as ex-officio.
6. A Promotion and Tenure Evaluation Committee (five members) will be elected from the tenured faculty not applying for promotion, with the following responsibilities:

One member will serve as chair, responsible for:

- ▪ Overseeing the Promotion and Tenure schedules/processes.
  - ▪ Scheduling peer observations.
  - ▪ Summarizing Promotion and Tenure Committee evaluations.
  - ▪ Delivering summarized letters to candidates and chair.
  - ▪ Signing dossier cover pages and forwarding appropriate materials to the chair
- The remaining four members will:
- ▪ Conduct peer evaluations.
  - ▪ Work with the Evaluation Committee chair to summarize Promotion and Tenure Committee evaluations and draft a recommendation letter.
- 7. Subsequent to conducting peer evaluations/observations, the Committee will be provided with a copy of the faculty member's evaluation file, in the custody of the Department Chair, containing peer evaluations/observations, Department Chair evaluation(s), and the faculty member's Improvement Plan, if applicable, for the purpose of evaluating tenure track faculty or a candidate for tenure as outlined below.
8. The Evaluation Committee, based on the Promotion / Tenure Committee unsigned letters and votes, and based on the candidate's response letter, will draft a recommendation letter for each candidate. The Evaluation Committee chair will deliver a copy of the recommendation letter to each candidate for promotion and/or tenure, and to the department chair.
9. The Department Chair completes his or her evaluation of each candidate and makes a recommendation for or against promotion/and or tenure and a rank order for promotion. If the candidate is recommended for promotion and/or tenure by the Promotion and Tenure Committees, as outlined below, and recommended by the Department Chair, the candidate's dossier and letters of recommendation will be forwarded to the Dean in accordance with the procedures in the *Faculty Guide*.

### **Department Chair Faculty Evaluations**

1. A conference will be held by the Department Chair with all full-time faculty members (non-tenure track and tenure track, alike) in accordance with the time frame in the *Faculty Guide* [III-22, 3. c.] and as outlined below. The faculty member will be given a copy of his/her chair evaluation form and his/her student evaluations. A discussion will be held concerning strengths, weaknesses, and suggestions for improvement. If applicable, suggestions for improvement will be incorporated into an Improvement Plan

in a format which is mutually agreeable to the Department Chair and faculty member. A Professional Development Plan for each faculty member will be discussed.

2. A conference will be held by the Department Chair with each part-time faculty member at the request of the faculty member or the Department Chair.
3. All faculty are encouraged to take time to review their progress on their short and long term goals and the effectiveness of their Professional Development Plan. In addition to these scheduled times, faculty are encouraged to meet with the Department Chair to discuss their performance at Central whenever they deem necessary.

### **Secret Ballot**

All faculty involved in department retention, tenure, and promotion processes should be aware that if litigation ensues over a personnel decision, a plaintiff probably has the legal right to discover how individuals voted in relevant secret ballots.

### **Retention**

#### **Tenure Track - 1st year**

1. The Department Promotion and Tenure Evaluation Committee will convene in August to conduct peer evaluations. [Notification of non-retention from the President to the faculty member must be received on or before March 1 - *Faculty Guide* III-10.] Three evaluation/observations (distributed by type which reflects teaching load - ensemble/class/studio) will be conducted by different members of the committee.
2. The complete peer evaluations will be placed in the faculty member's evaluation file in the custody of the Department Chair. A copy will be provided to the faculty member and copy will be provided to subsequent department Promotion and Tenure committees (for retention and tenure review purposes only).
3. At his/her option the evaluated faculty member will have seven calendar days from receipt of the evaluation file to respond in writing to the evaluations. The response will be placed in the evaluation file.
4. A copy of a current curriculum vitae provided by the faculty member will be placed in the faculty member's evaluation file in the custody of the Department Chair.
5. Tenured department faculty will have seven calendar days to review the complete evaluation file, tenure track faculty member's response (if any), and the curriculum vitae. Tenured department faculty members who have reviewed the evaluation file will write an unsigned evaluation commenting separately on teaching, professional activity, and service, and submit it to the chair of the Promotion and Tenure Evaluation Committee within seven calendar days.
6. The evaluation letters will be placed in a file in the custody of the Department Chair. The tenure track faculty member will have seven calendar days to respond to the evaluation letters.

7. Tenured department faculty members will have seven calendar days to review the evaluation letters and the tenure track faculty member's response (if any) and then vote "Yes" or "No" in a secret ballot for recommending to the chair of the department that the faculty member be retained for the next year. Only tenured faculty who have reviewed the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any) will vote. If a tenured faculty member chooses not to review the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any), that faculty member may not submit a vote.
8. The chair of the committee and one other committee member will count the ballots. The tally will be announced to tenured faculty, provided to the tenure track faculty member, and forwarded along with the unsigned evaluations to the Department Chair. The ballot shall remain confidential. The ballot tally will be made available to subsequent department Promotion and Tenure committees.
9. The Department Chair will complete an evaluation of the tenure track faculty member. Suggestions for improvement will be incorporated into an Improvement Plan in a format that is mutually agreeable to the Department Chair and faculty member. Copies of the evaluation and the Improvement Plan, if applicable, will be placed in the faculty member's evaluation file in the custody of the Department Chair, will be given to the faculty member, will be made available to subsequent department Promotion and Tenure Committees (for retention and tenure review purposes only), and will be sent to the Dean of the college.

### **Tenure Track - 2nd year**

1. The Department Promotion and Tenure Evaluation Committee will convene in April to conduct peer evaluations for the successive year's faculty evaluation files. [Notification of non-retention from the President to the faculty member must be received on or before December 1 - *Faculty Guide* III-10.] Three evaluation/observations (distributed by type which reflects teaching load - ensemble/class/studio) will be conducted by different members of the committee.
2. The complete peer evaluations will be placed in the faculty member's evaluation file in the custody of the Department Chair. A copy of evaluations not previously submitted will be provided to the faculty member and copy will be provided to subsequent department Promotion and Tenure committees (for retention and tenure review purposes only).
3. At his/her option the evaluated faculty member will have seven calendar days from receipt of the evaluation file to respond in writing to the evaluations. The response will be placed in the evaluation file.
4. A copy of a current curriculum vitae provided by the faculty member will be placed in the faculty member's evaluation file in the custody of the Department Chair.
5. Tenured department faculty will have seven calendar days to review the complete evaluation file, tenure track faculty member's response (if any), and the curriculum vitae. Tenured department faculty members who have reviewed the evaluation file will write an unsigned evaluation commenting separately on

- teaching, professional activity, and service, and submit it to the chair of the Promotion and Tenure Evaluation Committee within seven calendar days.
6. The evaluation letters will be placed in a file in the custody of the Department Chair. The tenure track faculty member will have seven calendar days to respond to the evaluation letters.
  7. Tenured department faculty members will have seven calendar days to review the evaluation letters and the tenure track faculty member's response (if any) and then vote "Yes" or "No" in a secret ballot for recommending to the chair of the department that the faculty member be retained for the next year. Only tenured faculty who have reviewed the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any) will vote. If a tenured faculty member chooses not to review the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any), that faculty member may not submit a vote.
  8. The chair of the committee and one other committee member will count the ballots. The tally will be announced to tenured faculty, provided to the tenure track faculty member, and forwarded along with the unsigned evaluations to the Department Chair. The ballot shall remain confidential. The ballot tally will be made available to subsequent department Promotion and Tenure committees.
  9. The Department Chair will complete an evaluation of the tenure track faculty member. Suggestions for improvement will be incorporated into an Improvement Plan in a format that is mutually agreeable to the Department Chair and faculty member. Copies of the evaluation and the Improvement Plan, if applicable, will be placed in the faculty member's evaluation file in the custody of the Department Chair, will be given to the faculty member, will be made available to subsequent department Promotion and Tenure Committees (for retention and tenure review purposes only), and will be sent to the Dean of the college.

### **Tenure Track - 3rd year**

1. The Department Promotion and Tenure Evaluation Committee will convene in April to conduct peer evaluations to be used for the successive year's faculty evaluation files. [Notification of non-retention from the President to the faculty member is a terminal contract - *Faculty Guide* III-10.] Three evaluation/observations (distributed by type which reflects teaching load - ensemble/class/studio) will be conducted by different members of the committee.
2. The complete peer evaluations will be placed in the faculty member's evaluation file in the custody of the Department Chair. A copy of evaluations not previously submitted will be provided to the faculty member and copy will be provided to subsequent department Promotion and Tenure committees (for retention and tenure review purposes only).
3. At his/her option the evaluated faculty member will have seven calendar days from receipt of the evaluation file to respond in writing to the evaluations. The response will be placed in the evaluation file.

4. A copy of a current curriculum vitae provided by the faculty member will be placed in the faculty member's evaluation file in the custody of the Department Chair.
5. Tenured department faculty will have seven calendar days to review the complete evaluation file, tenure track faculty member's response (if any), and the curriculum vitae. Tenured department faculty members who have reviewed the evaluation file will write an unsigned evaluation commenting separately on teaching, professional activity, and service, and submit it to the chair of the Promotion and Tenure Evaluation Committee within seven calendar days.
6. The evaluation letter will be placed in a file in the custody of the Department Chair. The tenure track faculty member will have seven calendar days to respond to the evaluation letters.
7. Tenured department faculty members will have seven calendar days to review the evaluation letters and the tenure track faculty member's response (if any) and then vote "Yes" or "No" in a secret ballot for recommending to the chair of the department that the faculty member be retained for the next year. Only tenured faculty who have reviewed the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any) will vote. If a tenured faculty member chooses not to review the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any), that faculty member may not submit a vote.
8. The chair of the committee and one other committee member will count the ballots. The tally will be announced to tenured faculty, provided to the tenure track faculty member, and forwarded along with the unsigned evaluations to the Department Chair. The ballot shall remain confidential. The ballot tally will be made available to subsequent department Promotion and Tenure committees.
9. The Department Chair will complete an evaluation of the tenure track faculty member. Suggestions for improvement will be incorporated into an Improvement Plan in a format that is mutually agreeable to the Department Chair and faculty member. Copies of the evaluation and the Improvement Plan, if applicable, will be placed in the faculty member's evaluation file in the custody of the Department Chair, will be given to the faculty member, will be made available to subsequent department Promotion and Tenure Committees (for retention and tenure review purposes only), and will be sent to the Dean of the college.

#### **Tenure Track - 4th year – or 5th year not applying for promotion**

1. If the tenure track faculty member elects not to apply for promotion, the Department Promotion and Tenure Evaluation Committee will convene in April to conduct peer evaluations for the successive year's faculty evaluation files. Notification of non-retention from the President to the faculty member is a terminal contract - *Faculty Guide* III-10. Three evaluation/observations (distributed by type which reflects teaching load - ensemble/class/studio) will be conducted by different members of the committee.
2. The complete peer evaluations will be placed in the faculty member's evaluation file in the custody of the Department Chair. A copy of evaluations not previously

- submitted will be provided to the faculty member and copy will be provided to subsequent department Promotion and Tenure committees (for retention and tenure review purposes only).
3. At his/her option the evaluated faculty member will have seven calendar days from receipt of the evaluation file to respond in writing to the evaluations. The response will be placed in the evaluation file.
  4. A copy of a current curriculum vitae provided by the faculty member will be placed in the faculty member's evaluation file in the custody of the Department Chair.
  5. Tenured department faculty will have seven calendar days to review the complete evaluation file, tenure track faculty member's response (if any), and the curriculum vitae. Tenured department faculty members who have reviewed the evaluation file will write an unsigned evaluation commenting separately on teaching, professional activity, and service, and submit it to the chair of the Promotion and Tenure Evaluation Committee within seven calendar days.
  6. The evaluation letters will be placed in a file in the custody of the Department Chair. The tenure track faculty member will have seven calendar days to respond to the evaluation letters.
  7. Tenured department faculty members will have seven calendar days to review the evaluation letters and the tenure track faculty member's response (if any) and then vote "Yes" or "No" in a secret ballot for recommending to the chair of the department that the faculty member be retained for the next year. Only tenured faculty who have reviewed the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any) will vote. If a tenured faculty member chooses not to review the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any), that faculty member may not submit a vote.
  8. The chair of the committee and one other committee member will count the ballots. The tally will be announced to tenured faculty, provided to the tenure track faculty member, and forwarded along with the unsigned evaluations to the Department Chair. The ballot shall remain confidential. The ballot tally will be made available to subsequent department Promotion and Tenure committees.
  9. The Department Chair will complete an evaluation of the tenure track faculty member. Suggestions for improvement will be incorporated into an Improvement Plan in a format that is mutually agreeable to the Department Chair and faculty member. Copies of the evaluation and the Improvement Plan, if applicable, will be placed in the faculty member's evaluation file in the custody of the Department Chair, will be given to the faculty member, will be made available to subsequent department Promotion and Tenure Committees (for retention and tenure review purposes only), and will be sent to the Dean of the college.

#### **Tenure Track - 5th year - applying for promotion, but not tenure**

1. The Department Chair shall notify the tenure track faculty member of his/her eligibility for promotion on or before May 1 of the academic year prior to the year of eligibility (*Faculty Guide* III-10). If the faculty member elects to apply for

- promotion he/she will provide the Department Chair a dossier in accordance with the guidelines in the *Faculty Guide* by the first working day in September.
2. The complete peer evaluations will be placed in the faculty member's evaluation file in the custody of the Department Chair. A copy of evaluations not previously submitted will be provided to the faculty member and copy will be provided to subsequent department Promotion and Tenure committees (for retention and tenure review purposes only).
  3. Tenured department faculty will have seven calendar days to review the complete evaluation file, tenure track faculty member's response (if any), and the dossier. Tenured department faculty members who have reviewed the evaluation file will write an unsigned evaluation commenting separately on teaching, professional activity, and service, and submit it to the chair of the Promotion and Tenure Evaluation Committee within seven calendar days.
  4. The evaluation letters will be placed in a file in the custody of the Department Chair. The tenure track faculty member will have seven calendar days to respond to the evaluation letters.
  5. Tenured department faculty members will have seven calendar days to review the evaluation letters and the tenure track faculty member's response (if any) and then vote "Yes" or "No" in separate but simultaneous secret ballots for recommending to the chair of the department that (1) the faculty member be retained for the next year, and (2) promotion be granted. Only tenured faculty who have reviewed the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any) will vote. If a tenured faculty member chooses not to review the evaluation file, the evaluation letters, and the tenure track faculty member's response, that faculty member may not submit a vote.
  6. The chair of the committee and one other committee member will count the ballots. The tally will be announced to tenured faculty, provided to the tenure track faculty member, and forwarded along with the unsigned evaluations to the Department Chair. The ballot shall remain confidential. The ballot tally will be made available to subsequent department Promotion and Tenure committees. The committee chair shall write a letter informing the faculty member of the result (summarizing the bases for the committee's decision) and forward a copy to the Department Chair.
  7. The Department Chair will complete an evaluation of the tenure track faculty member. Suggestions for improvement will be incorporated into an Improvement Plan in a format that is mutually agreeable to the Department Chair and faculty member. A copy of the evaluation and the Improvement Plan, if applicable, will be placed in the faculty member's evaluation file in the custody of the department chair. A copy of the evaluation will be given to the faculty member, a copy will be made available to subsequent department Promotion and Tenure Committees (for retention and tenure review purposes only), and a copy will be sent to the Dean of the College.

**ure for promotion and tenure or tenure only**

1. The Department Chair shall notify the tenure track faculty member of his/her eligibility for tenure and promotion or tenure only on or before May 1 of the academic year prior to the year of eligibility (*Faculty Guide* III-10).
2. The tenure track faculty member will provide the Department Chair a tenure and/or promotion dossier in accordance with the guidelines in the *Faculty Guide* by the first working day in September.
3. The complete peer evaluations will be placed in the faculty member's evaluation file in the custody of the Department Chair.
4. Tenured department faculty will have seven calendar days to review the complete evaluation file, tenure track faculty member's response (if any), and the dossier. Tenured department faculty members who have reviewed the evaluation file will write an unsigned evaluation commenting separately on teaching, professional activity, and service, and submit it to the chair of the Promotion and Tenure Evaluation Committee within seven calendar days.
5. The evaluation letter will be placed in a file in the custody of the Department Chair. The tenure track faculty member will have seven calendar days to respond to the evaluation letters.
6. Tenured department faculty members will have seven calendar days to review the evaluation letters and the tenure track faculty member's response (if any) and then vote "Yes" or "No" in separate but simultaneous secret ballots for recommending to the chair of the department that (1) tenure be granted, and (2) that promotion be granted; or, if applying for tenure only, on a single ballot, that tenure be granted. Only tenured faculty who have reviewed the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any) will vote. If a tenured faculty member chooses not to review the evaluation file, the evaluation letters, and the tenure track faculty member's response (if any), that faculty member may not submit a vote.
7. The chair of the Promotion and Tenure Evaluation Committee and one other committee member will count the ballots. The tally will be announced to tenured faculty, provided to the tenure track faculty member, and forwarded with the unsigned evaluations to the Department Chair. The ballot shall remain confidential. The ballot tally will be made available to subsequent department Promotion and Tenure committees. The committee chair shall write a letter informing the faculty member of the result (summarizing the bases for the committee's decision) and forward a copy to the Department Chair.