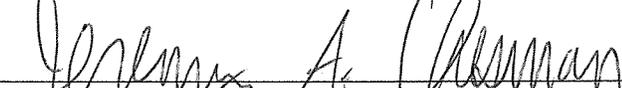
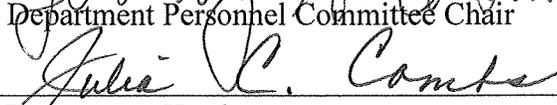


MISSOURI STATE UNIVERSITY

PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT),
TENURE, PROMOTION GUIDELINES

DEPARTMENT: Music
COLLEGE: Reynolds College of Arts
and Letters
SEMESTER/YEAR OF CURRENT REVIEW: Spring 2021
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Summer 2024

DEPARTMENT ADOPTION SIGNATURES:


Department Personnel Committee Chair 23 April 2021
Date

Department Head April 28, 2021
Date

APPROVAL SIGNATURES:


Dean 4/28/2021
Date
Chris Craig 6/9/21
Provost Date

THIS PLAN IS IN EFFECT FROM 2021, THROUGH 2024.

MISSOURI STATE UNIVERSITY DEPARTMENT OF MUSIC GUIDELINES FOR TENURE, PROMOTION, and ANNUAL APPOINTMENT

(Document approved by the Tenured Faculty at its meeting on 23 April 2021)

1. PHILOSOPHY

The Missouri State University Department of Music stimulates creative and professional activity in music, upholding the highest standards in scholarship, teaching, live performance, media interaction, and educational outreach. Through public performances and original creativity and research, the Music Department possesses the unique ability to foster the University's commitment to public affairs through ethical leadership, cultural competence, and community engagement.

Academic achievement at Missouri State University involves teaching, research, and service. These three professional responsibilities represent integrated and complementary activities and serve as a basis for evaluation for decisions regarding tenure, promotion, and annual appointment.

1.1. Teaching

The teaching mission at Missouri State University is to develop educated persons. In doing so, the University is committed to standards of excellence and academic integrity. An educated person:

- is someone who is literate in the broadest sense,
- has an appreciation of the responsibility of lifelong citizenship and an awareness of global issues,
- seeks solutions to problems by means of a broad base of knowledge, as well as in-depth mastery of at least one specific academic discipline, and
- has the skills and motivation to continue to learn after leaving the university, thus being prepared for both lifelong learning and lifelong productivity.

In support of developing educated persons, the University provides high-quality education that is accessible to a broad spectrum of individuals, including those facing challenges involving distance, income, or disability. Furthermore, in recognizing the value of an open and free exchange of ideas, Missouri State University promotes diversity in all of its forms as a means to provide a wide variety of sources of knowledge and perspectives.

1.2. Research

The process of Research is understood as the production and formal communication of original creative, scholarly work; and, while the definitions of “scholarly” and “creative” may differ across academic sub-disciplines within Music, the process is understood to support the University’s general mission in all three fundamental areas of faculty responsibility: Teaching, Research, and Service. Research both advances knowledge in a particular specialized academic field and encourages individual faculty development; it enhances the quality of education students receive. It also helps fulfill the University's Service obligation by contributing to the public welfare.

The University recognizes a broad spectrum of activities in the area of Research due to the diversity and uniqueness of academic fields. Herein, Research will be defined as the production and formal communication of creative, scholarly works. The nature of Research varies widely among different academic sub-disciplines within Music, but generally refers to the discovery, refinement, evaluation, and synthesis of information, the application of specialized knowledge to the solution of problems, and artistic activity. The activities recognized as Research vary by, and are defined within, each academic discipline. Descriptions of what is recognized as Research can be found in section 9.2 and in the *Music Department Annual Performance Review Guidelines* sections 3.1–3.4. To qualify as Research activities must produce outcomes that are disseminated and subjected to critical peer review or evaluation by the scholarly community, and those outcomes should serve the growth of knowledge in a field or be of significant practical use.

Specific modes of Research include:

- Discovery: gaining knowledge of or ascertaining the existence of something previously unknown or unrecognized;
- Application: using established knowledge to solve significant problems;
- Synthesis: bringing knowledge together from disparate sources to produce a whole work that is greater than the sum of its parts;
- Criticism: using established values (aesthetic, logical, ethical) to evaluate quality of artifacts (e.g., art, legal decisions, news media); and
- Creation: production of unique forms of expression, generation of new interpretations, theory-building, model-building, and performance.

These modes of Research should be considered of equal weight and importance in the faculty evaluation process.

1.2.1. Peer Review

Peer review in Music research may look different than peer review in other disciplines. Publication in a peer-reviewed journal clearly qualifies. However, in Music, other avenues of presentation that indicate a professional musician has engaged a faculty member based on their ability, expertise, or reputation are all considered peer review. This may include publication of recordings, compositions, or arrangements from a recognized institution of organization. It may also include

an organization or institution who invites or accepts a faculty member to present a formal performance (other universities, professional conferences, etc.). The members of the Music faculty, as disciplinary experts, have the role of determining if research is peer-reviewed. The Personnel Committee may ask candidates to supply additional information to clarify if an activity should be considered peer-reviewed.

1.3. Service

Faculty Service at Missouri State University serves three purposes: to support the academic tradition of shared governance, to support the professional and organizational needs of the disciplines, and to bring the products of University work to the public for its benefit.

2. FACULTY REWARDS

2.1. Procedures

The following Music Department-specific procedures on applications for promotion, tenure, and annual appointment are consistent with those of the College of Arts and Letters and the university's Promotion, Tenure, and Annual Appointment Guidelines approved by the Faculty Senate at the time of approval of this document.

Faculty participate in four separate, but interrelated, evaluative processes:

1. Annual Performance Review by the department head (*Faculty Handbook* 4.6.6),
2. review of application for tenure (*Faculty Handbook* 4.6.4),
3. review of application for promotion (*Faculty Handbook* 4.6.4-5), and
4. for untenured, ranked faculty only, Annual Review for Probationary Faculty (*Faculty Handbook* 4.6.3).

Pre-existing criteria for the promotion, tenure and annual review decisions are to be presented in writing to candidates when they are hired. All promotion, tenure, and annual review applicants will be furnished with written documentation of the decision at each level of evaluation (yes, no, or abstain) and a summary of comments as to the reason(s) for the decision. The candidate shall have access to all materials submitted to the head.

Basic competence in itself is not sufficient to justify granting tenure, promotion or annual appointment, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.

2.2. Annual Performance Review by Department Head

Each year, every faculty member will discuss with the department head (1) the results of prior performance and (2) the objectives for forthcoming performance. Where progressive performance expectations are pertinent, these will be specifically addressed. The results of this meeting will be summarized in writing and placed in the departmental personnel file, with copies provided to the faculty member and to the departmental Personnel Committee as required for its promotion or tenure recommendations, if necessary. These summaries will form a basis for subsequent reviews, for reviews regarding progress toward promotion or tenure, and for recommendations concerning promotion and tenure or merit.

Faculty members have a right to provide a written response to Personnel Committee or department head reviews and may do so in the space provided on the review form or by attaching a separate statement that shall remain with the review. For additional information, refer to Faculty Handbook section 4.6.6.1.

2.3. Tenure Application

When a faculty member submits an application for tenure, the evaluation of that application shall not preclude the regular yearly performance evaluation. Such evaluations shall proceed according to the schedule announced in the Faculty Evaluation Calendar prepared by the Provost and distributed at the beginning of the academic year. Such evaluations will be based upon the departmental statement of expectations provided to the faculty member upon employment and upon the regular yearly reviews, as well as the documentation presented by the candidate.

Faculty applying for tenure will be evaluated according to their performance in accumulated assignments since employment at MSU. Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of the application, and for submitting materials according to established deadlines. Recommendations at each level will be based upon data supplied by the candidate, as well as departmental data.

Only members of the ranked faculty are eligible for tenure. The choices that the university makes in granting tenure are crucial to its endeavors toward academic excellence. A decision to grant tenure must reflect an assessment of high professional competence and performance measured against university standards.

Recommendations for tenure are made in accordance with department, college and university policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of the applicant for tenure to provide sufficient relevant documentation as evidence in support of his or her teaching, research, and service activities.

Tenure is based on a thorough evaluation of the candidate's total contribution to the university. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in teaching, research and service. Basic competence

in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (see *Faculty Handbook* section 4.6.2). All initial appointment letters for individuals hired in ranked faculty positions will specify the last semester during which this tenure application can be made. If a tenure application is not made by a faculty member in this specified time, the individual forfeits all expectations to tenure as specified in the *Faculty Handbook*. De facto tenure will not occur. Ranked faculty who have not been granted tenure by the end of their sixth year of employment at MSU shall not be further employed by MSU in a ranked position.

2.4. Promotion Application

When a faculty member submits an application for promotion, the evaluation of that application shall not preclude the regular yearly performance evaluation. Such evaluations shall proceed according to the schedule announced in the Faculty Evaluation Calendar prepared by the Provost and distributed at the beginning of the academic year. Such evaluations will be based upon the departmental statement of expectations provided to the faculty member upon employment and upon the regular yearly performance evaluations, as well as the documentation presented by the candidate.

In cases of promotion, evaluation shall be made by faculty of rank higher than that of the candidate. Faculty applying for promotion will be evaluated according to performance in present rank. Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of the application, and for submitting materials according to established deadlines. Recommendations at each level will be based upon data supplied by the candidate, as well as departmental data.

2.5. Annual Review of Probationary Faculty

Annual reviews and continued employment recommendations for untenured, ranked faculty will be conducted according to the Faculty Evaluation Calendar issued by the Provost. The candidate shall initiate the process, submitting relevant materials to the chair of the departmental committee at a date specified by the committee. Documentation must be cumulative since the time of hire. The departmental committee will make the initial recommendation and forward it to the head, who will then add his/her recommendation and forward both to the dean. The head shall not be a participant in the voting or deliberations of the departmental committee. Copies of the committee and head recommendations shall be provided to the candidate, who must undersign the head's recommendation before forwarding can occur.

Discussions and/or negotiations will occur in those cases where the recommendations are not acceptable to the higher-level administrator. In all cases where the recommendation of the department head, Dean, Provost, or the President differs from that of the departmental faculty

committee, the administrator initiating the change shall state in writing to the affected faculty member, the departmental committee, and other involved administrators, compelling reasons why he or she cannot agree with the original recommendation.

2.6. Order of Application Review

Applications for tenure, promotion, and annual appointment are first examined by the Department of Music Personnel Committee before the department head makes a separate report. All discussions of the Personnel Committee and its sub-committees must remain confidential throughout the personnel decision-making process. The structure and procedures governing the Department of Music Personnel Committee's examination of applications are outlined as follow:

3. TENURED FACULTY OF THE MUSIC DEPARTMENT

3.1. Membership

All Tenured Faculty of the Music Department

3.2. Roles

To make recommendations to the Music Department Head regarding applications for tenure, promotion, and annual review, and to accept or reject, by a majority vote, revisions to the Department of Music Guidelines for Tenure, Promotion, and Annual Appointment.

3.3. Responsibilities

- 3.3.1.** To comply with sections 4.7 and 4.8 of the *Faculty Handbook*.
- 3.3.2.** To meet to hear reports of the Personnel Committee regarding applications for tenure, promotion, and annual appointment, and to vote to accept or reject the Personnel Committee's recommendations. There is no discussion of the relative merits of either the candidate or the evaluation made by the PC at this point in the process. The members of the PC will, however, answer any questions at this time regarding the process by which their conclusions were reached. If there is a split vote among the Tenured Faculty, members of the minority may file a report, which will be forwarded with the majority decision. Multiple minority reports are allowable.
- 3.3.3.** Tenured faculty not present at the time of the Personnel Committee's recommendation, or who have not made arrangements to register a vote prior to the scheduled meeting, will forfeit any further input regarding the application(s), including minority opinions.
- 3.3.4.** All tenured faculty members who cast votes are expected to have previously reviewed the candidates' dossiers and completed the Dossier Assessment Form (see

Appendix 5). Any tenured faculty member who has not completed the Dossier Assessment Form will cast a vote of “abstain.”

- 3.3.5.** Tenured faculty may only participate in voting for candidates applying to their current rank or below (e.g., Associate Professors can only vote for promotions to Assistant and Associate)
- 3.3.6.** Members with voting privileges may submit proxy votes when voting on Personnel Committee recommendations, provided they have reviewed the recommendations and additional materials provided. In order to register a proxy vote, members of the tenured faculty must first contact the Chair of the Personnel Committee to obtain recommendations for review. Tenured faculty members may then submit their vote in writing, either on paper or by electronic mail, to the Chair of the Personnel Committee. The proxy vote should include the name of the faculty member, the specific motion or recommendation the vote covers, and the actual vote itself. All proxy votes must be received by the Chair 24 hours before the meeting in which the vote will take place.
- 3.3.7.** To elect, by the first faculty meeting of each academic year, a Personnel Committee Chair-Elect and any other members of the PC Executive Committee not in place for that academic year.
- 3.3.8.** To recuse themselves of any discussion or votes on issues regarding themselves or faculty members applying for promotion to a rank higher than the Personnel Committee member.

4. DEPARTMENT OF MUSIC PERSONNEL COMMITTEE

4.1. Membership:

Seven members of the Tenured Faculty of the Music Department to include:

- The elected Executive Committee (three members)
- Three members assigned through a regular rotation of the tenured faculty (see Appendix 1)
- One member appointed each year by the Committee Chair, in consultation with the other members of the Personnel Committee.

4.2. Roles

To make recommendations to the Music Department Tenured Faculty regarding applications for tenure, promotion, and annual review, to initiate a yearly review of the departmental tenure, promotion and annual appointment process, to make recommendations to the Tenured Faculty regarding revisions of these guidelines.

4.3. Responsibilities

- 4.3.1. To comply with sections 4.7.2 of the *Faculty Handbook*
- 4.3.2. To provide a recommendation including a written evaluation and analysis of the applicant's professional activity as outlined in the application dossier using the criteria and standards applicable to the level of annual appointment, tenure, or promotion being sought by the applicant as defined in section 4.2 of the *Faculty Handbook*.
- 4.3.3. To observe classroom or studio teaching, or both, as previously arranged with applicant and as assigned, and include these observations in the written evaluation using the standards as stated above. A Teaching Evaluation Form should be completed for each observation.
- 4.3.4. To solicit from members of the Tenured Faculty observations and information regarding the candidate's professional activities and include that information in a written evaluation. Every member of the Tenured Faculty must have the same opportunity to provide this information.
- 4.3.5. To avail themselves of all information regarding teaching, research, or service, including past departmental recommendations, that can be used in the decision process. Peer evaluation reports shall not contain input from students, whether solicited or unsolicited, other than the official course/instructor evaluation results. No more than 50% of the evaluation of teaching should depend on student evaluations. Rather, student evaluations shall be used in combination with items submitted, such as course materials, peer review of teaching, developed curriculum materials, outcome measures of effectiveness, and/or contributions to the department.
- 4.3.6. To recuse themselves of any discussion or votes on issues regarding themselves or faculty members applying for promotion to a rank higher than the Personnel Committee member.

4.4. Subcommittees

Normally, each individual applicant is assigned a subcommittee of three members of the Personnel Committee. This subcommittee is charged with reviewing the applicant's dossier, observing teaching, and performing other duties required to write the personnel recommendation.

The chair of the subcommittee writes the personnel letter in consultation with the other members of the subcommittee. This letter is then brought to the personnel committee for further discussion and revision. When finished, every member of the Personnel Committee who is eligible to discuss the personnel recommendation will have participated in the process, the subcommittee assisting with their deeper knowledge of the dossier.

5. EXECUTIVE COMMITTEE

5.1. Membership

- Committee Chair as elected by the Tenured Faculty,
- Committee Chair-Elect as elected by the Tenured Faculty,
- Past Committee Chair as previously elected by Tenured Faculty

5.2. Roles

1. To set, with the Department Head, yearly deadlines in accordance to the time line annually provided in the Faculty Evaluation Calendar.
2. To monitor all Personnel Committee work.

5.3. Responsibilities – Committee Chair

1. Preside at or before the first faculty meeting of the Department of Music in the election of a Committee Chair-Elect and preview for the Tenured Faculty the committee activity for the coming academic year.
2. Appoint one member of the Tenured Faculty to complete the membership of the Personnel Committee, in consultation with the other members of the Personnel Committee.
3. Initiate communication to candidates for tenure, promotion, and/or annual appointment, in a timely manner, outlining the various deadlines for application.
4. Initiate communication to members of Personnel Committee, in a timely manner, outlining the various deadlines for their activity.
5. Communicate to the Personnel Committee the various goals and standards of the committee's activity and monitor committee productivity.
6. Organize and preside over all meetings of the Personnel Committee.
7. Prepare appropriate Report of Departmental Committee form and present it to the applicant for review and signature (see Appendix 2). The forms are found on the Provost's website.
8. Deliver the signed Report of Departmental Committee to Department Head.
9. Forward the annual review and evaluation by the Committee Chair-Elect and Past Committee Chair to the Department Head.
10. Update the Personnel Committee membership rotation schedule as necessary.
11. To recuse herself/himself of any discussion or votes on issues regarding themselves or faculty members applying for promotion to a rank higher than the Personnel Committee member.

5.4. Responsibilities – Committee Chair-Elect

1. Assist Committee Chair in monitoring the productivity of Personnel Committee, as requested.
2. Initiate a written annual review and evaluation at the end of the Spring Semester of the Music Department's roles and rewards process to be forwarded to the Committee Chair.
3. To recuse herself/himself of any discussion or votes on issues regarding themselves or faculty members applying for promotion to a rank higher than the Personnel Committee member.

5.5. Responsibilities – Past Committee Chair

1. Act as Recording Secretary of all Personnel meetings and maintain minutes of each meeting and copies of reports in Personnel Committee File located in Music Office.
2. Assist Committee Chair-Elect in an annual review and evaluation of the Music Department's roles and reward process.
3. To recuse herself/himself of any discussion or votes on issues regarding themselves or faculty members applying for promotion to a rank higher than the Personnel Committee Member.

6. DOSSIER

The Music Department Personnel Committee is in full support of the College of Arts and Letters Dossier Guidelines. Music Department faculty who apply for promotion, tenure, or annual evaluation are expected to follow COAL Guidelines. Tenured faculty members will evaluate the dossier using the Music Dossier Assessment Form.

College of Arts and Letters Dossier Guidelines may be found at:
<http://coal.missouristate.edu/tenureandpromotion.htm>

6.1. Requirements for a Complete Dossier

A complete dossier containing all of the materials outlined in the COAL Guidelines is required of applicants for tenure or promotion. Tenure-track probationary music faculty who are applying only for annual review will omit the "external letters of review" (section VII of the COAL Guidelines).

A summary of all available student evaluations, semester by semester, for each semester taught over the prior five or more academic years, indicating sustained excellence in teaching shall be provided. (Candidates will provide all available student evaluations upon request during the application process.)

All applicants have the option to include Letters of Support. These are not required, but up to three letters from sources outside the university may be included in the dossier.

6.2. Page Limits for Supporting Material

Candidates may supply a maximum of five pages of supporting materials in each of Teaching, Research, and Service. The Personnel Committee will request additional documentation as needed. This request will not reflect negatively on the application.

6.3. External Evaluations

For information regarding the selection of External Evaluators, please refer to the Provost's guidelines: <http://www.missouristate.edu/provost/externalreviewers.htm>

The following guiding principles are recommended by the Music Department Personnel Committee:

- 6.3.1** As stated in *Faculty Handbook* 4.8.2, external reviews shall be “solicited from comparable institutions by the Department Head to aid each tenure/promotion or promotion decision. External reviewers will be identified collaboratively by the faculty member and the Department Head working with the personnel committee. The Department Head is responsible for obtaining a sufficient number of reviews.”
- 6.3.2** The external evaluations should be considered comprehensively with the internal evaluations, and should not be given more weight than internal evaluations.
- 6.3.3** Evaluators are to assess the quality and significance of the candidate's work. Because different institutions have a great variety in the amount of work required for promotion, the quantity of work is beyond the purview of the evaluators.
- 6.3.4** It should be taken into account that, in Music, individual artistic opinions vary greatly and competition is considerable. When one external evaluator's opinions differ drastically from that of the other evaluators, this discrepancy should be taken into account and the opinion of the minority weighted accordingly.

6.4. Dossier Assessment Forms

Dossier Assessment Forms will be submitted to the chair of the Personnel Committee or that person's designee. These forms will remain with the Personnel Committee chair in accordance with document maintenance policies. Only the Personnel Committee will have access to the completed forms, which will be used to write the tenure and/or promotion recommendation.

7. APPENDIX 1: MUSIC DEPARTMENT PERSONNEL COMMITTEE ROTATION

The Personnel Committee will be made up of the elected Executive Committee, three members assigned from a regular rotation schedule of all tenured faculty in the department, and one member to be appointed by the Chair.

The rotation schedule will be maintained and updated as necessary by the Personnel Committee Chair. Faculty assigned from the regular rotation schedule will rotate on to the committee for a

three-year term. The appointed member will serve a one-year term, and is typically chosen based on the anticipated promotion and tenure applicants that year to represent all areas of the department.

Each year, four committee members will be returning, and three will be new. If a faculty member is elected to the Executive Committee (for a three-year term) or appointed to a one-year term by the Chair, that person will be removed from the rotation and those below in the rotation will be moved up. If a faculty member scheduled to serve takes a leave of absence (sabbatical, educational, etc.), that person will be replaced by the next in the rotation, and will be expected to continue service upon returning from leave.

Newly-tenured faculty will enter the rotation at the bottom, ahead of those who are re-entering the rotation after their service is complete. The order of these entries will be:

1. newly-tenured faculty*
2. appointee from previous year
3. regular rotation faculty
4. past Chair

*If there is more than one new member of the tenured faculty, there will be a drawing to determine the rotation order.

8. APPENDIX 2: MISSOURI STATE UNIVERSITY DEPARTMENT OF MUSIC GUIDELINES FOR TENURE, PROMOTION AND ANNUAL APPOINTMENT

8.1 Teaching

8.1.1 For tenure and for promotion from Assistant to Associate Professor, the candidate must define clearly-articulated teaching objectives, exhibit appropriate preparation and methods, communicate effectively, and produce measurable results. A summary of all available student evaluations, semester by semester, for each semester taught over the prior five or more academic years, indicating sustained excellence in teaching shall be provided. (Candidates will provide all available student evaluations upon request during the application process.) The Teaching Assessment form will be used by the committee to document these results (see Appendix 4).

8.1.2 For promotion from Associate Professor to Professor, the candidate must document leadership in the field, including identifying important questions, developing curricula, and demonstrating evidence of student achievement. A summary of all available student evaluations, semester by semester, for each semester taught over the prior five or more academic years, indicating sustained excellence in teaching shall be provided. (Candidates will provide all available student evaluations upon request during the application process.)

8.1.3 For additional information on documenting effective teaching, please see: section 10.1 below; *Faculty Handbook* 4.2.1; and *Music Department Annual Performance*

Review Guidelines 2.1.2 and 2.2–2.4. (Note: numerical ratings of Annual Performance Review do not apply to applications for Tenure, Promotion and Annual Appointment.)

8.2 Research

8.2.1 Research and creative activity give evidence that faculty members are engaged in the pursuit of and search for new knowledge. Those so engaged are likely to be stimulating forces in the classroom, thus contributing to the advancement of their disciplines and bringing recognition to themselves and to the institution. A continuous history of creative endeavor is more important in determining a faculty member's competence than a short period of intense activity.

8.2.1.1 All faculty members are obligated to follow the University's academic integrity policies, found in the *Faculty Handbook* section 4.5.2.1, in their research and/or creative activity.

8.2.1.2 Because the field of music includes numerous disciplines, such as historical or educational research, conducting, composition and performance, its definition of scholarship must be broad enough to encompass all of them. Nonetheless, within this diversity, there are common criteria by which to describe and to evaluate research and creative endeavors.

8.2.1.3 Creative activities encourage faculty members to remain current with the knowledge of their fields while regularly contributing to that knowledge. In its highest form, creative work results in tangible productions that peers in one's area of expertise can observe, evaluate and/or use. To keep one's academic skills up-to-date requires the exploration of new ideas, the development of new research, the creative growth as an artist, and/or the application of new techniques or styles of pedagogy, all of which either increase the expertise of the faculty member, or which broaden the frontiers of knowledge for others. Consequently, ongoing research or creative activity is expected of all music faculty members, whether they hold appointments that are primarily teaching or primarily administrative.

8.2.1.4 To offer suggestions as to the level of merit involved in some creative activities, general priorities are provided below. (Individual items within levels are not listed in order of importance.) In each instance, one's peers must judge the level of merit. Although higher-level activities are implicitly given increased consideration in decisions for annual review, tenure and promotion, greater amounts of lower-level activity may be considered equivalent to lesser amounts of higher-level activity if the applicant provides compelling documentation. However, the applicant should demonstrate a minimum of two activities in level one for tenure and for promotion to Associate Professor. For promotion to Professor, the applicant should demonstrate a minimum of three additional level-one activities. By no means should the guidelines be interpreted to imply that a faculty member must excel in all areas of scholarly and creative endeavor. When candidates submit materials in support of annual appointment, tenure or

promotion, reviewing bodies will include judgments of the level of importance of a candidate's activities.

8.2.1.5 The merit levels that follow are defined to some degree, but not completely limited, by the items contained within each level. These levels suggest a frame of reference by which to evaluate research and creative activity within the Department of Music. Thus, they are not designed, nor should they be construed to indicate, rigid exactitude. Nonetheless, these guidelines should enable faculty members and the Department Chair to decide with greater clarity the goals for creative activity and to agree upon their relative merit. Such negotiated agreement should be incorporated into the appropriate section of a faculty member's annual report.

8.2.1.6 The *Faculty Handbook* clearly states that “peer review and recognition through exhibitions, concerts, prizes, and awards set a similar kind of standard to the kind of recognition another faculty member will achieve through publication in a prestigious journal.” However, as dossiers leave the department, candidates, particularly those whose primary mode of research is performance, are encouraged to include additional information about their research. Examples are signed contracts that show funding support for performances, letters of invitation, indications in the Curriculum Vitae of invited and/or funded performances, and reviews in periodicals by qualified musicians. Such information supplements the information required by the *Faculty Handbook*, but may strengthen the dossier for those outside of Music.

8.2.2 Levels of Research

8.2.2.1 Level One Research

8.2.2.1.1 Publication

- Publication of books, original compositions or recordings by refereed publishing companies that are clearly the product of significant original research and discovery
- Publication of textbooks or teaching materials that are the product of original research or discovery
- Publication of articles in international journals, chapters in books or original abstracts in refereed international journals
- Principal editorial responsibilities for national or international journals or other publications
- Delivery of papers or performances at national or international conferences, which are the result of invitation or refereed selection
- Development of grant proposals which are funded by national or international sources

8.2.2.1.2 Performance or Conducting

- National or international concert tours resulting from peer review
- Recital performances in major metropolitan concert halls resulting from peer review
- Performances of original compositions in major metropolitan concert resulting from peer review
- Publication of a recording on a label (not self-published) in which the faculty member performs as the soloist or accompanist for the majority of the recording.
- Solo performance with a large ensemble in major metropolitan concert halls resulting from peer review.

8.2.2.2 Level Two Research

8.2.2.2.1 Publication

- Delivery of papers or performances at regional or state conferences sponsored by professional organizations.
- Publication of book reviews or recording reviews or abstracts of articles or books.
- Publication in refereed regional or state journals.
- Development of programs of study or of a new course that require significant creative work.
- Editorial activities in regional, state or local journals, or in other publications.

8.2.2.2.2 Performance or Conducting

- Performances at regional or state conferences sponsored by professional organizations
- Full recital performances at other educational institutions resulting from peer review
- Publication of a recording on a label (not self-published) in which the faculty member performs for a significant portion (ensemble member, performer on some tracks)
- Solo performances with large ensembles in a campus or local venue
- Full recital performances on campus or in a local venue

8.2.2.3 Level Three Research

The following items apply both to Publication and Performance areas of endeavor.

- Consultation, adjudication or other professional service to regional or state organizations when the professional service draws upon the expertise of the faculty member.
- Evidence of ongoing research or creative activity that has not yet resulted in publication or other dissemination
- Talks, panels, lecture-demonstrations and other activities which are presented before the general public or local professional groups, and which draw upon the creative expertise of the faculty member
- Participation in workshops, colloquia, courses, or other efforts which are intended to further the professional knowledge of the faculty member
- Attendance at professional conferences that offer promise of advancing the faculty member's expertise

8.2.3 For additional information on documenting research, please see *Faculty Handbook* 4.2.2 and *Music Department Annual Performance Review Guidelines* 3.1–3.4. (Note: numerical ratings of Annual Performance Review do not apply to applications for Tenure, Promotion and Annual Appointment.)

8.3 Service

For promotion from Assistant to Associate Professor, the candidate should document consistent and significant contributions in the area of service. For promotion from Associate Professor to Professor, the candidate should demonstrate leadership in service.

It is the responsibility of the candidate to document their active participation on a committee. This documentation may include but is not limited to excerpts from meeting minutes, letters from committee chairs, committee proposals or results that clearly show the contribution of the candidate. For additional information on documenting service, please see *Faculty Handbook* 4.2.3 and *Music Department Annual Performance Review Guidelines* 4.1–4.4. (Note: numerical ratings of Annual Performance Review do not apply to applications for Tenure, Promotion and Annual Appointment.)

8.4 Early Tenure and Early Promotion

If a candidate meets the criteria for tenure or promotion in all three areas prior to the year when a tenure or promotion decision is to be made, he or she may apply for early tenure or promotion in accordance with policies set forth in the Faculty Handbook. It is not a given, however, that early tenure will be awarded. Applicants for early tenure or promotion must demonstrate that they significantly exceed the minimum requirements. Accomplishments beyond the minimum

expectations should be drawn from the highest category in Research, Teaching, and Service as defined in Music Department Personnel and Annual Evaluation policies.

9. APPENDIX 3: MUSIC DEPARTMENT CRITERIA FOR PROMOTION TO SENIOR INSTRUCTOR

The following represent the Music Department standards for promotion to Senior Instructor. Applicants for the rank of Senior Instructor will consistently achieve a rank of 4 for merit in Teaching. The expectation for promotion at this rank is based on a 12-hour teaching load or equivalent per semester and at least five years' full-time teaching experience.

The process for promotion to the rank of Senior Instructor will be similar to that of promotion to any other rank. The Music Department's personnel committee will review the applicant's dossier, and make a recommendation. The tenured faculty will vote on the recommendation, which will then be forwarded to the Department Head according to the timelines specified in the University's Tenure and Promotion calendar. Although not required, research and creative activity may strengthen a candidate's application if it is relevant to the instructor's teaching duties within the Department, especially Level One research as defined in the departmental guidelines.

The following represent the three categories of evidence reviewed when a promotion to the rank of Senior Instructor is considered. The following lists are not exhaustive. Candidates should provide evidence of excellence in each category, but candidates do not need to provide evidence for each example listed. For further definition of each of the categories, please refer to the COAL Promotion Guidelines for Senior Instructors. (Note: The extent to which student course evaluations may be used is set forth in the *Faculty Handbook*.)

9.1 Categories of evidence for Promotion to Senior Instructor

9.1.1 Evidence of effective teaching modalities

- A summary of all available student evaluations, semester by semester, for each semester taught over the prior five or more academic years, indicating sustained excellence in teaching. (Candidates will provide all available student evaluations upon request during the application process.)
- Materials that communicate course policy and practices, for example (syllabi, assignments, lectures, lists of repertoire taught, dates and content of studio classes, etc.)
- Descriptions and examples of other instructional technologies used to present concepts and to facilitate class organization, activities, and discussions
- Materials that set assignments and assess student performance such as hands-on practice with class demonstrations
- Explanation of course revisions and adjustments in teaching based on student feedback

- Materials that communicate content and examples of student peer-group work
- Formative Internal Teaching Evaluation reviews of teaching

9.1.2 Evidence of successful student learning outcomes

- Pre- and post-evaluations (if available) to demonstrate an increase in knowledge and skills taught in the specific content area
- Explanation of learning outcomes and examples of successful student assignments or portfolios that highlight course goals
- Include comprehensive information about student successes, performances, etc., that will facilitate qualitative evaluations and assessment
- Internal evaluation reviews of student performances (juries, etc.)

9.1.3 Evidence of leadership in teaching and other areas of service

Evidence of effective program management if part of job duties (i.e., administrative duties)

9.1.4 Descriptions of curriculum development

- Participation in student development or recruitment events
- Presentation of teaching at formal on-campus or off-campus venues (conferences, Showcase on Teaching, ADC workshops, etc.)
- Explanation of official Department academic advising duties, including lists of advisees
- Receiving teaching awards or honors (on- or off-campus)
- Explanation and materials of managing or coordinating programs within the Department
- Evidence of successful grant proposals and funding to enhance teaching
- Explanation and materials which demonstrate service to the University in the form of consistent, active service on Departmental, College of Arts and Letters, and University committees
- Explanation and materials demonstrating community engagement related to teaching duties. Examples include teaching successful high school students, presentation of workshops in area schools, etc.
- Materials and evidence of advising to student organizations
- Materials and evidence of organizing events, conferences, or other activities that contributes to the Missouri State University community, such as conferences and competitions of MMEA, MTNA, NATS, MOFAA, summer music camps.

9.1.5 Explanation and/or materials of community service related to the mission of the University

9.2 Promotion Application Materials

A complete dossier containing all of the materials outlined in the COAL Guidelines is required of applicants for tenure or promotion.

College of Arts and Letters Dossier Guidelines may be found at:

<http://coal.missouristate.edu/tenureandpromotion.htm>

10. APPENDIX 4: SAMPLE MATRIX

The following sample matrix displays a comprehensive list of criteria and categories of accomplishments. Any criteria or categories which are not represented by the applicant's dossier should be omitted.

APPLICANT NAME
Department of Music
Criteria for Tenure and Promotion to Associate Professor
OR
Criteria for Promotion to Professor

TEACHING

Criteria for Both Tenure & Promotion (Assistant to Associate) OR Criteria for Promotion to Professor	Accomplishments (Other categories of accomplishments may be developed by the applicant if they support criteria.)	Location of Documentation (See Portfolio 2)
Clearly Articulated Teaching Objectives	Course Syllabi (and Student Evaluations if appropriate)	(Section and Page Numbers)
Appropriate Preparation and Methods	Course Syllabi (and Student Evaluations if appropriate)	
Effective Communication	Course Syllabi (and Student Evaluations if appropriate)	
Measurable Results	Student Achievement: Departmental Award, External Award, Conference Presentation, Acceptance into Graduate Program, Public Performance, etc.	
Advising and Mentoring of Students and Other Faculty	Major Teacher of Student Degree Recital Advisor for Thesis or Graduate Research Project Supervision of Graduate Teaching Assistant Collaborative Research Project with Student Division Coordinator with Direct Involvement of Mentoring Division Instructors	
Faculty Development and Innovation in Teaching	Development and Teaching of New Course; Major Revision of Existing Course Receiving Grant to Support Innovative Teaching Development of Service-Learning Component Incorporation of Technology into Course Special Efforts to Bring Diversity to Students' Educational Experience Efforts to Remain Competent and Up-to-Date Regarding Content of Courses and Advising Course Revision and Adjustments to Teaching Based on Student Feedback	

Criteria for Both Tenure & Promotion (Assistant to Associate) OR Criteria for Promotion to Professor	Accomplishments (Other categories of accomplishments may be developed by the applicant if they support criteria.)	Location of Documentation (See Portfolio 2)
Teaching beyond Minimum Expectations	Serving as Invited Guest Lecturer Masterclass Presentation Serving as Invited Teacher in Non-University Program	
Leadership in Teaching <u>Required for Promotion to Professor</u>	Answering Important Questions, Developing Curricula, Evidence of Student Achievement, etc.	

RESEARCH

Criteria for Both Tenure & Promotion (Assistant to Associate) OR Criteria for Promotion to Professor	Accomplishments (Other categories of accomplishments may be developed by the applicant if they support criteria.)	Location of Documentation (See Portfolio 2)
LEVEL ONE	<p style="text-align: center;"> A minimum of TWO level-one activities are required for tenure and promotion to Associate Professor. OR For promotion to Professor a minimum of THREE level-one activities are required since promotion to Associate Professor. Refer to Section 9.2.2.1 and <i>Music Department Annual Performance Review Guidelines</i> 3.1 – 3.4 for appropriate activities and criteria. </p>	
Publication		(Section and Page Numbers)
Performance or Conducting		
Conferences		
Grants/Prizes		
LEVEL TWO	Refer to Section 9.2.2.2 and <i>Music Department Annual Performance Review Guidelines</i> 3.1 – 3.4 for appropriate activities and criteria.	
Publication		
Performance or Conducting		

Criteria for Both Tenure & Promotion (Assistant to Associate) OR Criteria for Promotion to Professor	Accomplishments (Other categories of accomplishments may be developed by the applicant if they support criteria.)	Location of Documentation (See Portfolio 2)
Conferences		
Grants/Prizes		
LEVEL THREE	Refer to Section 9.2.2.3 and <i>Music Department Annual Performance Review Guidelines</i> 3.1 – 3.4 for appropriate activities and criteria.	

SERVICE

Criteria for Both Tenure & Promotion (Assistant to Associate) OR Criteria for Promotion to Professor	Accomplishments (Other categories of accomplishments may be developed by the applicant if they support criteria.)	Location of Documentation (See Portfolio 2)
University Citizenship	University Service College Service Departmental Service	(Section and Page Numbers)
Professional Service	Providing Service for a Professional Organization Serving as a Journal Editor or Reviewer	
Public Service	Musical Presentation for the General Public, Schools or Other Professional Group Performing Music as Therapy Using Professional Skills and Expertise to Further the Mission of Public Outreach	
Professional Consultation	Adjudication Consultation for a Professional Organization Drawing on the Expertise of the Faculty Member	
Leadership in Service <u>Required for Promotion to Professor</u>		

11. APPENDIX 5: TEACHING ASSESSMENT FORM

DEPARTMENT OF MUSIC TEACHING ASSESSMENT

Instructor: _____ **Date:** _____ **Course:** _____

Evaluator: _____

(Please rate each category as appropriate. You may write comments in the space provided.)

5 = exceptional 4 = commendable 3 = competent 2 = development needed 1 = unsatisfactory

Introduction: 5 4 3 2 1

Preparation: 5 4 3 2 1

Enthusiasm: 5 4 3 2 1

Motivation of students: 5 4 3 2 1

Effective use of instructional time: 5 4 3 2 1

Variety of teaching techniques: 5 4 3 2 1

Effective communication with students: 5 4 3 2 1

Effective implementation of instructional objectives: 5 4 3 2 1

Management of learning: 5 4 3 2 1

Overall quality of lesson: 5 4 3 2 1

12. APPENDIX 6: DOSSIER ASSESSMENT FORM

DOSSIER ASSESSMENT FORM

Applicant _____ Date _____

Annual Appointment _____ Tenure _____ Promotion _____ (to which rank)

This form is to be completed and signed by the tenured faculty member reviewing the dossier of any candidate for annual appointment, tenure, or promotion. It is intended to serve as a vehicle for input to the departmental Personnel Committee to assist their evaluation of the candidate's application. This information will NOT be included in the candidate's application or personnel file.

The form provides guidelines for reviewing the dossier, and is not intended to be all-inclusive or prescriptive. The evaluator may choose to provide input by indicating the level of any or all examples listed on this form AND/OR by writing narrative comments in each area of professional activity. Comments are strongly encouraged. Additional sheets may be attached.

The evaluator should keep in mind that the listed examples are meant to serve as a guide. Feedback and comments may include but are not limited to the listed examples.

TEACHING EFFECTIVENESS

Examples may include but are not limited to the following:	Unable to determine/not documented	Below expected	Expected	Above expected	Excellent
Course content					
Course materials					
Communication of expectations					
Student outcomes					
Effective and/or innovative lesson/class activities					
Scholarship of teaching					
Advising/mentoring activities					
Peer evaluations					
Student evaluations					
Overall, the applicant has met the requirements for the following level of teaching effectiveness:					

Comments in the area of teaching:

RESEARCH

Levels of significance and peer review are to be considered for all activities in this category.

Examples may include but are not limited to the following:	Unable to determine/not documented	Below expected	Expected	Above expected	Excellent
Publications					
Performances					
Recordings					
Conference Presentations					
Awards, grants, prizes					
Overall, the applicant has met the requirements for the following level of research:					

Comments in the area of research:

SERVICE

Examples may include but are not limited to the following:	Unable to determine/not documented	Below expected	Expected	Above expected	Excellent
Committee assignments (departments, college, university) chair or member					
Service to professional organizations					
Professional consultation/adjudication					
Public service (drawing on the expertise of the applicant)					
Overall, the applicant has met the requirements for the following level of service:					

Comments in the area of service:

Signature _____

Date _____