

SCHOOL OF MUSIC
GUIDELINES FOR PROMOTION AND TENURE

A. THE PROMOTION AND TENURE COMMITTEE

1. The Promotion and Tenure Committee shall consist of five members; four will be elected by the full-time continuing faculty as a whole and one appointed by the Director of the School of Music. One representative from each of four areas, i.e. Music Education, Performance, Theory-History-Composition-Technology, Ensemble and Conducting, of the School shall be elected. All members must have tenure.
2. Elections by ballot will be held by April 15 and will be conducted by the Director of the School of Music. Ballots will be designed to ensure appropriate representation by area. On all ballots, names will be listed in random order.
3. All elected members will serve staggered, two-year terms. The appointed member will serve a one-year term. The term of the Committee will be from April 16 through April 15 of the following year. Neither elected nor appointed members may serve more than two consecutive terms except under special circumstances as determined by the Director.
4. The duties of the Committee members are to:
 - a. review HR-23, and School, College and University guidelines;
 - b. assist the director by examining materials submitted for the dossier for format and organization, recommending revisions as needed;
 - c. observe teaching;
 - d. evaluate the dossier and make independent judgments about the professional accomplishment of the candidate and his/her contribution to the School;
 - e. deliberate and submit recommendations.
5. The Director shall convene the first meeting and charge the new Committee no later than the first week of the academic year. At that meeting, the Committee shall elect its own chairperson. The duties of the chairperson are:
 - a. to convene and preside over meetings;
 - b. to maintain records, and
 - c. to transmit Committee decisions.
6. In situations where fewer than three members of the Committee have sufficient rank to consider a particular case of promotion, additional qualified faculty will be selected to form an Ad Hoc committee of three members, two of whom must be elected and one appointed by the Director. This Ad Hoc committee will be disbanded when its deliberations are concluded. Service on Ad Hoc committees is not limited by the stipulations of paragraph 3 above.
7. For review of commonwealth campus faculty members, a separate committee shall be formed. This committee shall consist of three members: two members of

the commonwealth campus faculty to be elected by the School of Music faculty as a whole and one representative of the University Park faculty to be appointed by the Director. This committee shall be disbanded when its deliberations are concluded. Service on commonwealth campus committees is not limited by the stipulations of paragraph 3 above. The review of those faculty in the commonwealth campuses with affiliations at the UP Campus must correspond to the procedures outlined in the appropriate sections of HR-23.

B. INITIATION OF REVIEWS

1. Second, fourth, and sixth-year reviews are initiated by memo from the Dean to the Director.
2. Nominations for promotion-only are normally initiated by the Director or by the Committee after consultation with the Director. Individual faculty members may recommend themselves for nomination to the Director or Committee, but the nomination is subject to approval by the Director or the Committee. If either the Director or the Committee believes the faculty member is ready for consideration, then a review shall be conducted. The Director will notify the faculty member in writing of his/her nomination.
3. In rare and exceptional circumstances, a case can be made for early tenure review. Nominations for early tenure review are initiated by the Director. Individual faculty members may also recommend themselves to the Director for nomination.

Candidates for early tenure review must demonstrate extraordinary success in teaching and an exceptionally strong record of research and creative accomplishment. Commitment to the mission of the School of Music and sustained involvement in the affairs of the School, the College, and the University are expected. Evidence of accomplishment in all areas must be submitted to the Director during the spring semester prior to the potential review year. This may include, but is not limited to, SRTE and other student evaluation data, lists of performances/compositions/publications, and a complete record of committee work and other service. The Director shall seek the opinion of University faculty and the approval of University administrators (per HR-23, Appendix H) before making decisions regarding early tenure nomination.

C. TIME SCHEDULE

The schedule in this section applies only to University Park faculty. Reviews of faculty of the commonwealth campuses will follow schedules and procedures outlined in HR-23. The schedule for School of Music reviews for tenure and promotion will be as specified by instructions from the University administration. The dates listed below shall be considered tentative, pending notification by the College as to the exact schedule for each review cycle. A definitive schedule will be distributed by the Director no later than May 1 for reviews held during the following academic year.

1. By May 15: Candidates for promotion to associate professor or professor and/or sixth- year or early tenure review should submit to the Director a list of at least seven names of external evaluators, with a statement of each evaluator's standing in his/her discipline. The candidate's list of names will be supplemented by a separate list drawn up by the Director. Both lists of external evaluators will be submitted to the Dean.
2. By June 1: Candidates present their external review materials to the Director for preliminary review. All Promotion and Tenure committees shall be established in compliance with the annual Administrative Guidelines. The Director of the School of Music has conducted appropriate elections and made necessary appointments. The Director has circulated to all faculty a list of persons being considered for promotion and/or tenure as well as a list of Committee members.
3. By July 1: Candidates present their external review materials to be forwarded to the Dean's Office.
4. By August 15: Candidates present their materials to the Director for dossier preparation. For candidates on joint appointment, an earlier deadline may apply.
5. By October 1: Peer letters and peer teaching observations are forwarded to the Director and made available for review by the candidate. Selected student quotes and the Director's summary of the quotes (as outlined in section D.3.) shall be made available for review by the candidate.
6. By November 15: All reviews completed by the Committee and forwarded to the Director.

Fourth-Year Review Candidates

1. By October 1: Candidates present their materials to the Director for preliminary review.
2. By November 1: Candidates present their materials to the Director for dossier preparation.
3. November 15: Peer letters and peer teaching observations are forwarded to the Director and made available for review by the candidate. Selected student quotes and the Director's summary of the quotes (as outlined in section D.3.) shall be made available for review by the candidate.
4. By January 15: All reviews completed by the Committee and forwarded to the Director.

Second-Year Review Candidates

1. By November 1: Candidates present their materials to the Director for preliminary review.
2. By December 1: Candidates present their materials to the Director for dossier preparation.
3. By December 15: Peer letters and peer teaching observations are forwarded to the Director and made available for review by the candidate. Selected student quotes and the Director's summary of the quotes (as outlined in section D.3.) shall be made available for review by the candidate.
4. By February 15: All reviews completed by the Committee and forwarded to the Director.

D. CRITERIA AND PROCEDURES FOR EVALUATION

1. Contribution to the institutional and program needs of the School of Music will be the principal criterion against which every faculty member's fulfillment of assigned responsibilities will be measured.
 - a. The quantity and quality of students attracted to the School by the candidate shall be one way to measure this contribution. These measures, however, should not be employed without considering factors beyond the control of the candidate. These factors may include the size and quality of the pool of eligible students and the availability of scholarship funds and teaching assistantships.
 - b. In evaluating conducting faculty, the relative success of school-wide recruiting efforts needs to be considered.
2. The basis for the review of candidates will be the material in the dossier. Contributions must be shown in each of the areas outlined in HR-23 and in the College Promotion and Tenure Guidelines. These areas are: The Scholarship of Teaching and Learning; The Scholarship of Research and Creative Accomplishments; Service and the Scholarship of Service to the University, Society, and the Profession.
 - a. Every candidate in the School of Music must show evidence of a high level of teaching. In addition to classroom observation and student interviews, the review of "The Scholarship of Teaching and Learning" shall consider a range of teaching activities including, but not limited to, the development of materials such as case studies and class assignments, advising, research collaboration, and graduate student mentoring.
 - b. Under "Service and the Scholarship of Service to the University, Society, and Profession", all relevant aspects of professional conduct will be considered.

Faculty should serve, when invited, as ready and reliable participants in committees of the School, the College, and the University as well as other aspects of the School's governance. Faculty should also serve as a resource where appropriate to other members of the faculty, and as effective and consistent ambassadors for the School. In fulfilling all of their responsibilities, faculty should conduct themselves with professional demeanor.

3. In addition to the materials submitted by the candidate, the following information will be sought:

a. A representative sampling of the candidate's current and recent former students shall be selected by the Director in consultation with the Committee. The Director shall solicit written comments from this sampling to supplement SRTE scores and written comments. If the candidate is an applied teacher or has teaching assignments primarily as an ensemble director, those students selected shall be primarily music majors, and shall be solicited in sufficient numbers in an attempt to yield at least ten responses (twenty in the case of an ensemble director). If the candidate has teaching assignments primarily in the classroom, those students selected shall be a representative sampling of music majors in different subjects (performance, theory, history, education, conducting, and composition), whenever possible, and shall be solicited in sufficient numbers in an attempt to yield at least twenty responses. If the candidate has significant advising responsibilities, a representative sampling of current and recent former advisees may be selected and solicited by the Director for written comments.

(1) Written comments shall be anonymous to all but the Director and the Committee.

(2) The Director shall quote (both positive and negative) from student comments, in consultation with the Committee; the Director shall write a summary of the selected quotes.

(3) The candidate being reviewed may read both the selected quotes and the Director's summary. In cases when quotes and/or the summary are found to be factually inaccurate, the candidate should discuss his or her concerns with the Director, who should do what is possible to resolve the discrepancies within ten days.

(4) If the dispute cannot be resolved, and the candidate believes that factual inaccuracies persist in either the quotes or the summary, he or she should address these concerns by revision to the narrative statement. If disagreements are with the evaluative aspect of the summary, however, there shall be no change and no rebuttal.

b. In consultation with the Committee, the Director will solicit evaluatory information from peer faculty colleagues who have direct knowledge of the teaching, creative work, scholarship, and/or service of the candidate. These

written evaluations will be included in the dossier. The following material from the candidate's dossier will be made available to faculty solicited to write peer review letters;

- (1) Biographical Data for Promotion/Tenure Review
 - (2) School of Music Promotion and Tenure Criteria
 - (3) College of Arts and Architecture Promotion and Tenure Criteria
 - (4) Narrative Statement(s)
 - (5) Dossier divider for The Scholarship of Teaching and Learning
 - (6) Director's Statement pertaining to the candidate's teaching responsibilities
 - (7) Pages provided by the candidate for the section entitled The Scholarship of Teaching and Learning, excluding any and all pages entitled Summary of Student Ratings of Teaching Effectiveness
 - (8) Dossier divider for The Scholarship of Research and Creative Accomplishments
 - (9) Statement on Creative Accomplishment and Research in the College of Arts and Architecture
 - (10) Director's Statement pertaining to the nature and expectations of the candidate's creative and/or research activities
 - (11) Pages provided by the candidate for the section entitled The Scholarship of Research and Creative Accomplishments
 - (12) Dossier divider for Service and the Scholarship of Service to the University, Society, and the Profession
 - (13) Pages provided by the candidate for the section entitled Service and the Scholarship of Service to the University, Society, and the Profession
- c. Classes and/or lessons taught by the candidate will be observed by members of the Committee to supplement information on teaching effectiveness. Written reports of these observations will be included in the dossier.
- d. At its discretion, the Committee may interview students with whom the candidate interacts on a regular basis, faculty colleagues, and/or the candidate. The Committee shall summarize the interviews in a written report that will be included in the candidate's dossier. Student interviewees shall remain anonymous to all but the Committee and the Director.
4. Per University policy, peer review letters and peer teaching observations are accessible for review by the candidates at the time that they sign their dossiers (See Time Schedule). In cases when statements are found to be factually inaccurate, candidates should discuss their concerns with the Director, who should do what is possible to resolve the discrepancies within ten days.

If the dispute cannot be resolved, and candidates believe that factual inaccuracies persist in either peer review letters or peer teaching observations, they shall address these concerns by revision to their narrative statements. If disagreements are with the evaluation itself, however, there should be no change and no rebuttal.

5. External letters of assessment must be obtained for candidates being reviewed for sixth-year or early tenure and for promotion. The Director will submit to the Dean's office the following materials to be forwarded to external evaluators: the candidate's vita, a representative selection of the candidate's publications and/or electronic media to be provided by the candidate, the candidate's narrative statement, and the section of the dossier entitled The Scholarship of Research and Creative Accomplishments. Consistent with university policy, neither the external letters of assessment nor the names of the evaluators or their institutions shall be made available to the candidate at any time.
6. For retention prior to tenure, the candidate must show EVIDENCE and PROMISE OF ACCOMPLISHMENT in each of the three areas: The Scholarship of Teaching and Learning; The Scholarship of Research and Creative Accomplishments; Service and the Scholarship of Service to the University, Society, and the Profession.

For tenure and promotion to associate professor, consult HR-23 and the Administrative Guidelines for HR-23.

For promotion to the rank of Professor, the candidate must show evidence of SIGNIFICANT, SUBSTANTIAL AND SUSTAINED contribution in each of the three areas: The Scholarship of Teaching and Learning; The Scholarship of Research and Creative Accomplishments; Service and the Scholarship of Service to the University, Society, and the Profession.

E. GUIDELINE REVISIONS

1. Any proposed revisions to the Guidelines will be submitted to the faculty by the Promotion and Tenure Committee no later than March 1.
2. By April 1, a faculty meeting will be held, the principal purpose of which will be the discussion of these recommendations.
3. A ballot will be distributed to all music faculty for the purpose of voting on the issues as defined during the previous meeting. The ballot will be designed to provide faculty with the opportunity to vote on each issue separately. The ballot must be returned no later than two weeks from the date of its distribution.
4. Each year, the units receive directives pertaining to the clarification of policies and procedures issued by the Vice Provost for Academic Affairs at the suggestion of the University P&T Committee. Often, those revisions are received after the academic year has been completed. The Director shall distribute the revisions to the candidates as soon as possible after receipt, and shall present these clarifications and revisions to all faculty for review no later than September 15 of the next academic year.

F. NON-TENURE TRACK APPOINTMENTS

It is recommended that even though they do not fall under the jurisdiction of HR-23, full-time instructors and continuing fixed-term appointees in their second or additional years of service be reviewed each spring by the Committee.

G. MENTORING

Candidates are encouraged to seek out sample dossiers and faculty input.

Members of the Committee will be available to assist first-year, third-year, and fifth-year candidates with the assembly of their materials prior to submission to the Director. Candidates desiring assistance shall provide their materials by April 1. Members of the Committee will examine them for format and organization, and recommend revisions as needed.

This assistance is advisory only, and members of the Committee are not responsible for the success or failure of the candidate in the review process.

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