COLLEGE OF MUSIC PROCEDURES

SECTION 3:
MSU COLLEGE OF MUSIC PROCEDURES FOR REAPPOINTMENT, PROMOTION AND TENURE RECOMMENDATIONS

3.1 Purpose. This statement of procedure provides for an orderly process to assist members of the faculty concerning reappointment, the award of tenure, and promotion within the College of Music at Michigan State University.

3.1.1 The procedures are intended to protect the integrity of these recommendations and to provide for due process and academic freedom. This statement provides details concerning the application of relevant provisions of the College of Music Bylaws, and it is subordinate to those Bylaws.

3.1.2 The College ensures that each person in the tenure system below the rank of Professor has adequate notice of all policies and procedures that govern reappointment, award of tenure, and promotion.

3.1.3 Shortly after a newly appointed faculty member begins employment, that person will be given copies of all relevant statements of policy and procedure. This will be done in a manner that ensures that the materials have been received and their significance noted. During the first month of the faculty member’s appointment, the Dean will confer with the new appointee to confirm that the materials have been received, to urge that they be read, and to offer to discuss them with the faculty member. The Dean will endeavor to ensure that his/her statements are fully in accord with the written policies and procedures, but will remind the candidates for reappointment, award of tenure, and promotion that it is the officially adopted written statements of policy and procedure for the College and University that are binding.

3.1.4 A complete set of the written statements of policy and procedure relevant to reappointment, award of tenure, and promotion will be maintained in the College of Music Dean’s Office and kept available for faculty reference. This material will also be available on the College of Music website. From time to time faculty will be reminded of the availability of this reference information.

3.1.5 Untenured faculty members will be assigned a faculty mentor. The faculty mentor will be expected to, among other things, provide helpful counsel to their assigned faculty mentee as they negotiate the reappointment, tenure, and promotion process.

3.1.6 No later than the month of March prior to the due date of the materials for a review for reappointment or the award of tenure, the Dean will write the faculty member of the need to note and to follow the applicable policies and procedures, and shall offer to confer. This will be done in a manner that ensures that the letter has been received and
its significance noted.

3.1.7 If the Dean becomes aware, through the annual merit review of faculty or by other means, that the effectiveness or achievement of a probationary faculty member as to any relevant criterion may be such that it clearly would not meet unit standards for reappointment or the award of tenure, the Dean will bring this situation to the attention of the faculty member in their annual letter of review. Candidates must be aware, though, that the fundamental responsibility for monitoring their own effectiveness and achievement is theirs. Thus a faculty member who has not been notified of possibly deficient performance must not take this as an indication that his/her level of performance will necessarily meet the applicable standards. Since the most thorough review of candidates occurs only at the time of the formal review for reappointment, award of tenure, and promotion, the outcome of this review cannot be predicted prior to the event.

3.1.8 Faculty who hold tenure but are below the rank of Professor will be reminded from time to time of the written statements of policy and procedure relevant to promotion.

3.2 Good Faith. Everyone involved in the reappointment, tenure, and promotion process (candidates, referees, faculty evaluation committee, and administrators) must prepare, deliberate and act in good faith.

3.2.1 A candidate must furnish relevant information and documentation that is accurate and complete.

3.2.2 Referees (internal and external evaluators) have the duty to strive to be objective, to give an accurate account, to make judgments based only on professionally relevant criteria, and to speak or write from a position of knowledge and authority.

3.2.3 Those making the evaluation must be aware of the relevant written statements of policy and procedure and must attempt to apply them fairly in each case. They must make their judgments after careful review of the available evidence and careful consideration of it, and based exclusively on professionally relevant criteria and not on any extraneous factors. They must keep all aspects of the evidence and their deliberations in the strictest confidence.

3.3 Timeline. There is a specific timeline for each stage of the reappointment, tenure, and promotion process to which faculty members must adhere. The College of Music Dean’s Office will make available a detailed timeline, and distribute it in printed form as well as post it on the College of Music website.

3.4 Evidence. As provided in the Bylaws, candidates must submit evidence necessary to the evaluation process.
3.4.1 The Dean shall prompt persons eligible for consideration for reappointment, award of tenure, and/or promotion to submit evidence according to the timeline specified in 3.3, and shall remind them in a timely fashion of the need to assemble and prepare this evidence.

3.4.2 Each candidate must submit the following:
   A. An up-to-date, extended Curriculum Vitae.
   B. A Reflective Statement of 5 pages or less.
   C. Evidence of sustained effectiveness and/or achievement for the applicable criteria as listed in the Bylaws. This evidence should include credentials cited in the College of Music and University Bylaws and such other evidence as may be relevant. Candidates must be aware that the burden of providing a complete and persuasive file of evidence is theirs.
   D. A properly completed MSU Recommendation for Tenure or Promotion Action form (Form D). (This form is the shared responsibility of the Dean’s office and the candidate).

3.4.3 The Dean shall share the merit evaluation received in each annual merit salary review (control figures, merit pay increases, and merit ranking) with the Faculty Evaluation Committee. The candidate’s initial letter of appointment will be shared with the evaluation committee as part of the evidence to be considered.

3.4.4 The Dean shall provide a complete record of all of the Student Instructional Ratings Forms for the last six years, or all available forms if the review period is less than six years.

3.4.5 The Dean will gather evidence concerning each candidate's level of effectiveness and quality of achievement by appropriate means, such as by communicating with present and former students, Associate Deans, Area Chairs (including the relevant Area Chair), colleagues within the area, other unit colleagues, other colleagues at MSU, and authoritative and knowledgeable persons in the profession and/or community. In gathering this evidence, the Dean will receive and consider the advice of experts in the same area as the candidate regarding what persons might be appropriate referees. In individual cases and for appropriate reasons, evidence from referees external to the unit or to the University may be considered important. The Dean may serve as a reference for the committee, and respond to questions posed by any committee member based on this evidence.

3.4.6 For reappointment cases, the Dean will solicit letters of evaluation from all members of the candidate's area who are of greater rank than the candidate. If there are less than three such faculty in the area, the Dean will solicit letters from one or more members of a closely aligned area to ensure that there are at least three letters. In the case of faculty from the performance division, the Dean will also solicit letters of evaluation from the appropriate ensemble directors who are of greater rank than the candidate. Similarly, in the case of conducting faculty, the Dean will also solicit letters of evaluation from the
appropriate performance division faculty who are of greater rank than the candidate.

3.4.7 For tenure and promotion cases, the Dean will solicit letters from internal referees (as in 3.4.6) and also will solicit letters from at least four external referees. The candidate must submit a list of four potential referees, and half of the requested external letters of review must come from referees on this list. The candidate may also submit a list of potential referees from whom they would prefer not to solicit a letter of evaluation.

3.5 Evaluation. Candidates will be evaluated by the Faculty Evaluation Committee according to these procedures, the Bylaws of the College, and other applicable written policies and procedures of the College and University.

3.5.1 The entire committee must be present for all deliberations.

3.5.2 Each candidate will be individually reviewed, discussed, and evaluated. The evaluation criteria must conform to the Bylaws and judgments must be made in good faith.

3.5.3 The committee must be alert to negative evidence which may arise from differences in style, methodology, or opinion, and will endeavor to distinguish work which is controversial from that which lacks merit.

3.5.4 The Dean will maintain a record of the vote and a summary of the result of the deliberations in each case. If a committee recommendation is negative, the Dean will ascertain the committee’s rationale and will endeavor to confirm that the recommendation is being rendered in good faith.

3.5.5 As provided in the Bylaws, candidates will have the opportunity to confer with the evaluation committee prior to its decision. Candidates will receive written notice of the opportunity to meet with the Faculty Evaluation Committee at least one week prior to the date of the intended meeting.

3.6 Decision. The Dean will give careful consideration to the recommendation of the Faculty Evaluation Committee and to the evidence, and will make her or his recommendation to the representatives of the office of the Provost for Academic Human Resources. The Dean also will promptly inform each candidate privately, in writing, of the nature of this recommendation.
6.1.2.4 Criteria for reappointment, promotion, tenure, and merit pay

6.1.2.4.1 Recommendations for reappointment, promotion, and/or tenure shall be based on an assessment of the overall quality of a faculty member's contributions to the programs and mission of the College of Music. Recommendations will be based on the record of the faculty member in a) quality of instruction, b) research, creative, and scholarly activities, and c) service (public, committee, and administrative).

Teaching represents the most important single function of the College of Music. It is expected that each member of the faculty will excel in teaching. The ability to stimulate students to achieve at the highest level possible and enthusiasm for teaching are important attributes of the faculty member.

Research, creative, and scholarly activities may include any of a wide variety of activities depending on the area of appointment and specialization of the faculty member. It is expected that each faculty member will pursue research, creative, and scholarly activities in her or his area of appointment and field of specialization and will achieve recognition among her or his peers in one or more such fields of activity.

Service to the profession and within the University refers to activities that utilize the professional expertise of the faculty member. Each faculty member is expected to render a reasonable amount of service to the College of Music, to the University, and to the public at large. Service is subordinate to the other two categories of activity, however. Ordinarily, no amount of service can compensate for a lack of skill in teaching or for a lack of professional research, creative and/or scholarly activities.

To this end, candidates shall be evaluated on the basis of evidence which supports sustained effectiveness in the following areas:

a) Quality of instruction—The candidate’s credentials for this area shall include a complete set of student instructional rating forms, and may include such things as teaching assignment, syllabi, contributions to course and curriculum development, pedagogical innovations, record of advising, faculty visitations, evidence of outstanding student accomplishments (may include prizes, grants, and awards; success in job placement, performance, publication, or research activity); and any communications from faculty and students which are judged relevant and authoritative.

b) Research, Creative, and Scholarly Activity

1) Research and Scholarly Activity—The candidate’s credentials for this area may include such things as books, essays, articles, reviews, or scholarly editions of music whether published, accepted for publication, or unpublished; service as editor of a scholarly publication or as a member of an editorial committee; service as referee for scholarly publishers; music criticism; papers presented before professional societies and panels organized or participated in; software development; grants and awards for scholarship; and letters of evaluation from qualified and authoritative sources within and outside of the University.
2) Creative activity—Music Performance and Composition (including original compositions, arrangements, transcriptions, and adaptations of music); Credentials for this area may include such things as prizes, grants, and awards; programs and reviews; recordings and scores; and letters of evaluation from qualified and authoritative sources within and outside the University.

c) Service—Credentials for this area may include such things as effective service in Area, College, and University committee assignments; administrative services to the College and/or the University; effective service as an advisor; liaison work, editorial service; effective service in fund-raising for the College of Music; effective public relations service for the College of Music; offices and committee assignments in professional associations and organizations on the local, state, regional, national, or international levels; relevant community-at-large assignments; utilization of the professional abilities and expertise of the faculty member without compensation or with nominal compensation on behalf of continuing education in music or in the service of government agencies, citizen’s groups, educational, religious, or charitable organizations, or health care institutions at the local, state, national, or international levels.

6.1.2.4.2 Although all faculty members will be evaluated in each of the three categories (quality of instruction; research, creative, and scholarly activities; and service) they will not be expected to be equally involved in all three categories. Faculty members are not expected to be involved in all activities listed under any category. Questions regarding the appropriate balance of activities for any given faculty member should be discussed with the Area Chair and the Dean of the College of Music.

6.1.2.4.3 Achievements in the faculty member’s area(s) of appointment during the period under review shall be given the primary consideration in the evaluation process, but achievements in other related areas shall also be considered.

6.1.2.4.4 A uniformly high level of effectiveness or achievement in each area of activity is not necessarily expected; however, the efficient functioning of the College’s programs and the fulfillment of its mission clearly require that faculty members discharge all of their assigned duties in a manner that meets reasonable minimum standards of responsibility and effectiveness.

6.1.2.4.5 In evaluating a faculty member who is also a member of another department, college, or other unit of the University, the Faculty Evaluation Committee shall take under consideration the fact of the joint appointment.

6.1.2.5 The faculty may from time to time formulate and adopt statements which specify in greater detail orderly procedures for the evaluation of faculty according to these criteria in a manner designed to protect the integrity of the recommendations and provide for due process. Whenever deemed appropriate and requested by one-third of the voting faculty, the Advisory Committee shall prepare and submit for approval by the voting faculty recommendations for or against changes in criteria and procedure for faculty evaluations. The method for initial approval of new Procedures shall be that specified in paragraph 12.1 of these Bylaws. The method for amending Procedures shall be that specified in paragraph 11.4 of these Bylaws.
6.1.2.6 Faculty members who are candidates for promotion and/or tenure shall be given the opportunity to confer with the Faculty Evaluation Committee prior to their decision of recommended action.

6.1.2.7 The Faculty Evaluation Committee shall submit all its recommendations promptly to the Dean.

6.1.2.8 Responsibility for arriving at a final decision and furnishing prompt written notice of this decision to the faculty member rests with the Dean.

   6.1.2.8.1 If dismissal or denial of reappointment or tenure is recommended by the Faculty Evaluation Committee, the Dean, before making a decision, shall give the faculty member written notice of the recommendation and allow him or her an additional opportunity to confer with the Committee.

6.1.3 Except as provided in sec. 6.1.2.5., the procedures for faculty appointments, reappointments, tenures, promotions, dismissals, and evaluations shall be in accordance with *The MSU College of Music Procedures for Promotion and Tenure Recommendations*, which is appended to these Bylaws.