

DEPARTMENT OF MUSIC

Fulbright College of Arts and Sciences

University of Arkansas

PROCEDURES AND CRITERIA FOR INITIAL APPOINTMENT, ANNUAL REVIEW, SUCCESSIVE APPOINTMENTS, PROMOTION, AND TENURE

I. INITIAL APPOINTMENT

A. PROCEDURES

The procedure for hiring new full-time, tenure-track faculty will consist of a national search conducted in accordance with Affirmative Action policies. The department chair will appoint a search committee to review applications and to select individuals for closer scrutiny. Whenever possible, candidates will be brought to campus where faculty and students in the department will be given an opportunity to meet with them, and in most cases each candidate will give a public performance, master class, or lecture. Each candidate should meet with a music search committee, the full music faculty, the music chairman, and appropriate administrators. Upon recommendation of the music faculty, the chairman will recommend a candidate or candidates to the Dean.

B. CRITERIA

General standards for Appointment in the Department of Music are established as follows:

Instructor - A person appointed to the rank of Instructor should minimally possess a masters degree in music, or equivalent professional background and some teaching experience.

Assistant Professor - A person appointed to the rank of Assistant Professor whose primary responsibility is studio teaching should minimally possess a masters degree or equivalent professional background. If the candidate's primary field is in the areas of music theory, musicology, or music education then he or she should possess a doctorate, or equivalent professional background. In either case, the candidate should have some teaching experience, and demonstrate potential for success in research, performance and/or other creative activities.

Associate Professor - A person appointed to the rank of Associate Professor whose primary responsibility is studio teaching should minimally possess a masters degree or equivalent professional background. If the candidate's primary field is in the areas of music theory, musicology, or music education then he or she should possess a doctorate, or equivalent professional background. In either case, the candidate should have achieved success both qualitatively and quantitatively in performance, composition and/or published research and have had substantial successful teaching experience.

Professor - A person appointed to the rank of Professor whose primary responsibility is studio teaching should minimally possess a masters degree or equivalent professional background. If the candidate's primary field is in the areas of music theory, musicology, or music education then he or she should possess a doctorate, or equivalent professional background. In either case, the candidate

should have achieved distinction both qualitatively and quantitatively in performance, composition and/or published research and be a renowned teacher.

University Professor - A person appointed to the position of University Professor should normally possess the terminal degree in the field of specialty, or equivalent professional background, and have sustained excellence in teaching, research and service. Normally, a nominee for University Professor will have achieved such performances while serving as Professor at the University of Arkansas in Fayetteville.

Distinguished Professor - A person appointed to the position of Distinguished Professor should minimally possess a doctorate, or equivalent professional background, and have achieved national or international distinction as a performer, composer, theorist, historian or musical pedagogue.

Emeritus Status - This status will be conferred at the rank held at the time of retirement under conditions specified in Board Policy 475.1, and upon recommendation of the music department faculty.

II. ANNUAL REVIEW

A. PROCEDURES

A departmental Personnel Committee will be elected each year to consider successive appointments, promotion and tenure matters, and annual review. This committee will consist of three tenured full-time faculty members. Members will be ineligible to serve again until two years have elapsed. In addition, an Appeals Committee will be similarly constituted and will serve two-year terms but shall not include members of the Personnel Committee. The Personnel Committee will study annual review materials submitted by each full-time faculty member and evaluate them according to criteria established by the department and college. Composite numerical ratings must be accompanied by a brief supporting statement. The Department Chair will incorporate committee recommendations in formulating his or her own evaluation, with a maximum two-point variance from the committee's recommended overall total. If the variance exceeds two points, then separate evaluations should be submitted. Appeals of the chair's evaluations are to be considered by the departmental Appeals Committee. If unresolved at the departmental level, the appeal can be made directly to the Fulbright College Dean.

1. Each individual faculty member will engage in an interview with the Department Chairman at the beginning of each academic year in which the faculty member's teaching assignments, committee and other service activities, and research/performance/creative plans will be decided upon and considered both for their own merits and for their contributions to the long-range mission of the department.

2. During the course of the year, faculty members will carry out their assignments and maintain records and documentation of their activities.

3. During January each faculty member must present to the chairman a completed Resume Update and any documents supporting the faculty member's evaluation. This may include:

a. **TEACHING:** provide a description of teaching activities, student evaluation

summaries, syllabi, final exams, notice of students' successes, etc.;

b. RESEARCH/PERFORMANCE/CREATIVE ACTIVITIES: documentation may include programs, reviews, notice of awards, etc., including information about the availability of manuscripts, tapes, films, etc.;

c. SERVICE: provide record of committee assignments, newspaper clippings, invitations to adjudicate, thank-you notes, and any other appropriate documentation and materials.

The Chair will produce a qualitative evaluation employing a rating scale of 0 to 10. The Chair will provide the opportunity for a meeting with each faculty member to discuss his or her evaluation, and a written record of the discussion will be made. The evaluation will then be provided to each faculty member prior to its submission to the Dean of Fulbright College of Arts & Sciences.

B. CRITERIA

EVALUATION OF TEACHING: For the purposes of this evaluation, teaching duties will be defined as including the following activities: classroom teaching, studio teaching, master classes, teaching clinics, ensemble conducting, ensemble coaching, thesis direction and graduate assistant supervision. The rating will be based on the evidence submitted by the faculty member, on first-hand observation of classes, recitals, and concerts, and on other appropriate information. The amount and difficulty of one's teaching load should be reflected in the rating.

The following criteria may be applied as appropriate:

1. The instructor informs students of course content, objectives and grading criteria, jury requirements and performance objectives at the beginning of the course.
2. The instructor presents materials clearly and has the ability to communicate ideas and concepts effectively.
3. The instructor manifests a mastery of the subject matter, instrumental or conducting and rehearsal technique.
4. The instructor makes assignments which are appropriate, or assigns pieces or exercises of appropriate difficulty, or selects music suitable for student ensembles.
5. The instructor is available to students through the posting and keeping of office hours, or meets private students regularly.
6. The instructor is abreast of current developments in content and in presentation of subject matter, or music literature.
7. Opportunity should be provided for students to acquire a working knowledge of and show good attitudes toward the subject at the end of the course.

8. The instructor maintains high standards in course content and grading or assessment.

TEACHING: Qualitative Evaluation 0 to 10.

A zero rating indicates unsatisfactory performance. Evidence may consist of poor student ratings, poor student performances (musical or on standard tests), lack of course development, and small private studio enrollments, if sustained over a period of years.

Ratings of 1 to 10 indicate marginal to excellent teaching performance. Ratings of 8-10 should be supported by very high student evaluations, student successes in competitions, fine student performances, etc.

Ratings of 4 to 7 should be supported by good student evaluations, good student performances, conscientious out-of-class assistance to students, etc.

Ratings of 1 to 3 correspond to minimally acceptable performance as a teacher, as measured by many of the factors mentioned in the preceding paragraphs.

EVALUATION OF RESEARCH/PERFORMANCE/CREATIVE ACTIVITIES: Creative and professional activity and research may include any of a wide variety of activities, depending upon the field of specialization and the interests of the faculty member. It is expected that each member of the faculty will pursue research or professional activities appropriate to his or her field of specialization and will achieve recognition among his or her peers in one or more such fields of activity. The amount and difficulty of one's teaching load should be reflected in the expectations for Research/Performance /Creative Activities.

1. Publication as the author, co-author, editor, or translator of books, chapters in books, articles, reviews, monographs, and non-print materials, and reviews of these publications (publications subjected to substantial peer review prior to publication shall be more highly regarded than publications not subjected to such review)
2. The conduct of research contributing significantly to the state of knowledge in the faculty member's field of specialization, and publication of the results.
3. Commissions for musical compositions.
4. Publication of musical compositions or arrangements.
5. Obtaining funds, either internal or external, for research or development or for instructional or program improvement.
6. Appearances on and off-campus as a speaker, conductor, soloist, ensemble member, panelist, or clinician, or as a director of a workshop or institute.
7. Presenting papers, speaking, participating on panels, presiding at sessions, adjudicating, performing as soloist, ensemble member conductor, or otherwise participating in the meetings or activities of professional associations.

8. Appearances off-campus as recitalist, guest soloist, or conductor with paid professional groups or in professional (paid) settings.
9. Participation in symposia and other selective gatherings of distinguished colleagues.
10. Performances by off-campus groups or individuals of compositions by the faculty member.
11. Performances on commercial recordings by the faculty member or performances on commercial recordings of compositions by the faculty member.
12. Participation as a consultant to or on behalf of educational institutions, professional associations, or government agencies when it is clearly an honor to have been selected.
13. Participation as an adjudicator in major competitions when it is clearly an honor to have been selected.
14. Winning of prizes, awards, fellowships, or other recognition.

Qualitative Evaluation 0 to 10. Positive ratings indicate the quality and level of research activities. Evidence of recognition, such as invitations to perform or guest-conduct, invitations to present a paper or composition to a professional gathering, prizes, publications in significant journals or other publication record is expected for high ratings.

Ratings of 8-10 should be supported by a very high level of research or creative activity and visibility on a national level. This may include: papers read at national meetings of professional societies; nationally published articles, books, or compositions; invitations to perform in significant professional settings.

Ratings of 4 to 7 indicate a high level of success in the research and creative domains, and visibility on a regional basis.

Ratings of 1 to 3 indicate a minimally acceptable level of productivity in the research and creative domains, and visibility on a local basis.

A rating of 0 indicates no discernible activity in research or performance. In some cases a negative rating may be necessary if the case involves academic dishonesty.

EVALUATION OF SERVICE: Music faculty members are expected to serve in Departmental, College, and University capacities; to function professionally in national, regional, state or local activities, such as ASBOA, ASMTA, MENC, MTNA, NATS, and other professional organizations; and to serve the community broadly in a professional capacity. The amount and difficulty of one's teaching load should be reflected in the rating. For the purposes of evaluation, the following activities are considered under the heading of service:

1. Serving as an active student advisor, demonstrating clear knowledge of

University curriculum and regulations

2. Committee memberships

3. Service in elective or appointive leadership roles in professional associations at the national, international, regional, state, or local levels

4. Administrative assignments

5. Private teaching of non-university students

6. Recruiting

7. Informal performances or lectures to civic groups

8. Area coordinator's activities

9. Clinics and adjudication of contest and festival events

10. Attendance at departmental functions such as faculty meetings, faculty and student recitals, and concerts and appearances by departmental performing organizations

SERVICE: Qualitative Evaluation 0 to 10

A zero rating indicates minimum performance (attendance but no active participation in or contribution to deliberations or committee work, etc.)

Ratings of 1 to 3 indicates minimally acceptable performance on ordinary or usual assignments (most departmental committees and committees which perform routine functions, etc.)

Ratings of 4 to 7 indicate average to above average performance (for example, holding elected office or serving in an appointed or advisory capacity in professional societies; service on at-large or other elected committees outside the department; serving on committees which set policy; serving on advisory, regulatory, or policy groups for government and civic or professional groups in a professional capacity; supervision of large multi-sectioned courses or of major supporting activities).

Ratings of 8 to 10 are to be awarded for excellent performance.

SPECIAL CONSIDERATION

In a separate recommendation, not figured into the rating scale and headed "Special Consideration," Chairs may, in rare cases, recommend negative ratings for unsatisfactory performance (not meeting classes or office hours, unfair grading practices, etc.). Chairs will explain in detail the reasons for such ratings.

In unusual cases, a negative rating could be given for dishonesty in research.

OTHER CASES

The merit ratings defined and described above would apply to "normal" faculty appointees in the ranks of instructor through professor. Special cases (100 percent research appointees, for example) or special ranks (distinguished professor) and other special cases of merit must be allowed as separate cases with different justification.

III. SUCCESSIVE APPOINTMENTS

A. PROCEDURES

Each non-tenured, tenure-track faculty member on a tenure-track appointment must be evaluated and a recommendation made for reappointment each year while he or she is non-tenured. These reviews must be accomplished according to the timetable stated in the current Faculty Handbook.

The Departmental Personnel Committee will serve in an advisory capacity to the chairman. Prior to deliberations, this committee will formally invite the entire faculty to submit recommendations concerning the candidate. These recommendations may be made in written form, or by way of an interview with the committee, at the discretion of the individual making the recommendation. In addition, the candidate will have the opportunity to meet with the committee.

Following the deliberations of the Departmental Personnel Committee, the Chair will meet with the committee and solicit their views and comments. The chair will then formulate an evaluation report and recommendation concerning re-appointment. Before submitting these to the Dean, the Chair shall meet with the faculty member to discuss the recommendation. A copy of the summary of the discussion and the Chair's recommendation shall be provided to the faculty member. Appeals of the Chair's recommendation are to be considered by the Departmental Appeals Committee. If unresolved at the departmental level, the appeal can be made directly to the Fulbright College Dean.

B. CRITERIA

The criteria for the granting of successive appointments are the same as those found above under Annual Review. In addition, the Personnel Committee and Chair must address the extent to which the faculty member's work is achieving progress toward a positive recommendation for tenure. During the time that a faculty member spends in a non-tenured, tenure-track position, a thorough review of the faculty member's professional career will be conducted at least every third year. The purpose of the review will be to assess the candidate's progress toward a positive recommendation for tenure, and to provide him or her with advice and analysis resulting from the review. The results of pre-tenure review will be very important in future deliberations on awarding tenure.

IV. PROMOTION

A. PROCEDURES

In order to be considered for promotion or tenure a faculty member should make his desire in this regard known to the chairman of the music department prior to the beginning of classes in the Fall semester. The candidate must prepare materials following the Faculty Review Checklist, and compile

appropriate supporting materials (programs, reviews, recordings, articles, etc.).

There must also be reference letters from three distinguished scholars or artists from other institutions comparable to or better than the University of Arkansas, at least in the candidate's academic discipline. Evaluators shall be chosen for their recognized expertise in the candidate's field and their ability to provide objective evaluations of the candidate's work. Evaluators should not be close current or former associates, former advisors, or former students or teachers of the candidate. If a recommended evaluator does not meet these criteria, a thorough description of the past associations of the evaluator and the candidate must be included with the evaluation and the special circumstances involved must be thoroughly justified.

The selection of the extramural evaluators is to be made by the department chair and the department personnel committee in consultation with the Dean. The candidate may suggest names to be included or specifically excluded from a list of potential evaluators, but these are to be non-binding suggestions only.

During the process of application for promotion for Professor, the Chair shall convene the members of the Music faculty at the rank of Professor for the purpose of recommending for or against promotion. During this meeting the Chair will make known the recommendation of the outside evaluators. Following discussion, those present shall vote, if necessary, and the Chair shall convey the will of the the group, along with a summary of the discussion, and his or her own recommendation, to the Dean and the College Personnel Committee. Copies of the Faculty Review Checklist will be provided to all faculty members at the rank of Professor in advance of the meeting, and the entire file supporting the application for promotion shall be made available to the faculty.

Appeals of recommendations made at the departmental level are to be considered by the Departmental Appeals Committee. If unresolved at the departmental level, the appeal can be made directly to the Fulbright College Dean.

B. CRITERIA

The criteria for the granting of a promotion corresponds to those criteria for initial appointment at the rank for which the applicant is applying as stated in Section I.B. of this document.

V. TENURE

A. PROCEDURES

The procedure for the granting of tenure is similar to that for promotion, including the three external referees. During the time that a faculty member spends in a non-tenured, tenure-track position, a thorough review of the faculty member's professional career will be conducted at least every third year. The purpose of the review will be to assess the candidate's progress toward a positive recommendation for tenure, and to provide him or her with advice and analysis resulting from the review. The results of pre-tenure review will be very important in future deliberations on awarding tenure.

During the tenure application process, the chair shall convene the tenured members of the Music

faculty for the purpose of recommending for or against tenure. During this meeting the Chair will make known the recommendation of the outside evaluators. Following discussion, those present shall vote, if necessary, and the Chair shall convey the will of the tenured faculty, along with a summary of the discussion, and his or her own recommendation, to the Dean and the College Personnel Committee. Copies of the Faculty Review Checklist will be provided to all tenured faculty members in advance of the meeting, and the entire file supporting the application for tenure shall be made available to the faculty.

Appeals of recommendations made at the departmental level are to be considered by the Departmental Appeals Committee. If unresolved at the departmental level, the appeal can be made directly to the Fulbright College Dean.

B. CRITERIA

Attainment of tenure requires a high standard of performance in both teaching and research/creative/artistic endeavors, consistent with the criteria for granting of an initial appointment at the rank of Associate Professor, as stated in section I.B. of this document. In addition, there must be a clear indication that such a performance level will be maintained over a career as a faculty member at the University of Arkansas.