Portland State University
College of the Arts
School of Music

Guidelines for Promotion and Tenure

Revised by the School of Music Faculty October 31, 2014

Revised by P & T Committee October 31, 2014

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GUIDELINES FOR PROMOTION AND TENURE

School of Music

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Guidelines for Promotion & Tenure
April 14, 2015
GUIDELINES
FOR PROMOTION AND TENURE

We, the faculty of the School of Music at Portland State University, recognize and endorse the general University guidelines for Promotion and Tenure set forth in the Portland State University Policies and Procedures for the Evaluation of Faculty Members for Tenure, Promotion and Merit Increases adopted June 12, 1996 and its subsequent updates.

I. SCHOOL MISSION STATEMENT

The primary goal of the School is to generate and sustain an environment of creative inspiration and excellence in the practice, understanding and appreciation of the musical arts, for the benefit of students, faculty and the community at large.

The School is committed to providing an outstanding forum for the training of students seeking professional or educational careers, preparing for advanced degree programs, or pursuing non-major study in the areas of performance, composition, conducting, jazz studies, theory, history, music education, pedagogy, music technology and ethnomusicology.

As part of an urban university, the School acknowledges its responsibility to support the creative interaction of students, faculty and community through activities that enhance the educational experience, provide opportunities for professional development and enrich the artistic and cultural life of the city and region.

The School faculty embraces the dual goals of open access and outstanding achievement in order to produce graduates who make significant impacts on the musical profession nationally and internationally, while providing a diverse student body of traditional and non-traditional students with an educational experience that promotes appreciation for and participation in the music-making process.

II. CRITERIA

In addition to the University Policies and Procedures, we wish to define more specifically what we, the Music faculty, recognize as important criteria (pertinent to our discipline) for the evaluation of a colleague who seeks promotion and/or tenure. The following applies only to tenure-track and tenured faculty members. See also Appendix I “Guidelines for the Review of Non-Tenure Track (formerly Fixed-Term) Instructional and Research Faculty School of Music.”

All candidates must show:

• Evidence that they execute and promote the Mission of the School.

• Evidence that they have attained exemplary performance in at least one, or a balanced cross-section, of the following three areas of scholarship: Research and Creative Activities;

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Teaching, Mentoring and Curricular Involvement; Community Outreach. (see *University Policies and Procedures* II.E).

- Evidence that they fulfill the basic responsibilities of their appointment through satisfactory performance in areas of Teaching, Mentoring & Curricular Involvement (Teaching); Community Outreach; Governance & University Service.

A. RELATION TO MISSION OF THE SCHOOL

All faculty are charged with the responsibility to execute and promote the Mission of the School. To this end all faculty are responsible for developing a Scholarly Agenda (as described in the *University Policies and Procedures* II.B), which articulates the manner in which personal academic goals and scholarly efforts support and contribute to the Mission of the School. In seeking promotion and/or tenure it is the faculty member’s responsibility to make a case for themselves in this regard, accompanied by supporting evidence.

B. EXEMPLARY PERFORMANCE

Each faculty member’s Scholarly Agenda should outline a plan of personal academic development with the goal of achieving exemplary performance in specific activity areas, within the context of the Mission of the School (see *University Policies and Procedures* II.B, p.4). In preparing documentation for promotion and/or tenure review, candidates are responsible for providing evidence, and for describing the relative merit of particular accomplishments, in order to make a case for the achievement of exemplary performance in at least one of the three areas of scholarship (A, B, C) outlined below, or a balanced cross-section of several.

1. Research and Other Creative Activities (see *University Policies and Procedures* II.E.2)
   a. **Research**: Scholarly books, chapters, journal articles (refereed or non-refereed), critical reviews by others, reviews of other’s work, professional papers, editorials, conference abstracts, conference presentations, invited lectures, honors and awards by professional organizations or peer groups, grant proposals, etc.
   b. **Creative Activities**: Professional engagements in performance and conducting, professional recordings, performance of original compositions or arrangements, publication of original compositions or arrangements, critical reviews by others, commissioned compositions, publication of software or videos.

2. Teaching, Mentoring & Curricular Involvement (see *University Policies and Procedures*, II.E.3)
   a. Scholarship of teaching as reflected in the publishing of books, articles, videos or software, presentations, lectures, workshops and seminars;
   b. Curricular innovation & Development: evidence in the form of course outlines, detailed class syllabi, hand-outs, discussion documents, peer review, guest critic review, formal student evaluations, honors and awards for teaching, contributions to the national/international pedagogic debate.
c. Teaching effectiveness: evidence in the form of formal student evaluations, course outlines, detailed class syllabi, hand-outs, peer review, guest critic review, evaluations of student committee members, honors and awards for student work, achievements of graduates.

d. Contribution to well-being of the School as reflected in mentoring faculty peers and students in the achievement of curricular goals, promoting an environment of accessibility and mutual learning, contributing to the continuity of the educational experience and encouraging the retention of students, fostering inter-disciplinary understanding and partnerships, participation in national/international music competitions/conferences.

3. Community Outreach (see University Policies and Procedures, II.E.3)
   Effective community outreach as evidenced by the development of community-based learning programs (accredited, non-accredited), secondary education instrumental/vocal outreach programs (adopted, non-adopted), institutes and other organizational structures that provide community access to arts and arts education, activities contributing to the participation of diverse communities, creation of community events such as festivals, substantive contributions to public policy, connection to the educational community, and visibility for School programs.

C. Basic Responsibilities

All candidates are expected to uphold a level of satisfactory performance in the execution of the basic responsibilities of their appointments as measured by teaching effectiveness, community involvement and participation in governance activities. Candidates must maintain a satisfactory level of accomplishment in each area, or maintain an appropriate and agreed upon balance of activity as described in an individual’s Scholarly Agenda, and in accordance with the Mission of the School. It is the faculty member’s responsibility to make a case in support of their satisfactory execution of basic responsibilities, which we define in terms of annual output as follows:

1. Teaching, Mentoring & Curricular Involvement: teaching 27-30 credits or equivalent in terms of credit plus agreed-upon release time. Teaching contributions to major, minor, non-major and general studies are valued equally. Establishing and keeping regular office hours for the purpose of advising students and attending to School business as defined by their Notice of Appointment; conducting student outreach and recruiting activities. In addition, teaching effectiveness will also be evaluated by the criteria described in School Guidelines-Procedures (II.E.3).

2. Community Outreach: Faculty are expected to show evidence of involvement in at least one community oriented activity which fulfills the mission of the School and of the University and utilizes faculty members’ academic or professional expertise, e.g. capstone courses, scholarly or professional service to community organizations, performing, presenting community lectures, adjudicating, advisory boards, service to the musical or educational community, etc.
3. Governance and Service to the University: Membership (excepting tenure-track faculty in the first year of an appointment) in at least one College of the Arts or University-wide committee plus one School committee, or as approved by School Director; annual attendance at four School events or concerts (orchestra, choir, wind ensemble, jazz ensemble, etc.).

Other Basic Responsibilities include:
• Maintaining an up-to-date Promotion and Tenure File (which includes all evidence of scholarly and professional achievement central to a faculty member’s Scholarly Agenda). Examples of material normally placed in this file include: papers, reviews, articles, publications, programs, awards, recordings, videos, abstracts, etc.

• Tenure-track faculty are responsible for including a written Self-appraisal of their Scholarly Agenda and Accomplishments to be submitted as part of the annual review process in every year. In the year they apply for tenure, they must also include a description of how the agenda relates to the School academic mission, the University mission and the discipline as a whole.

• Tenure-track faculty are responsible for including one written evaluation by a tenured faculty member of classroom, ensemble or private teaching, to be submitted as part of annual review process. The choice of senior faculty member is to be approved by the School of Music Director. The written evaluation shall be given to the School Director upon completion. The School Director shall return the evaluation to the faculty member who may include it in his/her Promotion and Tenure file.

III. PROCEDURES

A. PROMOTION AND TENURE COMMITTEE: The Promotion and Tenure Committee shall serve as the Merit Pay Committee for the School of Music, under the guidelines specified by the Office of Academic Affairs. It shall also serve as the Career Support—Peer Review Committee (CSPRC) for the School of Music, following the procedures and guidelines as outlined in the agreement between Portland State University and AAUP. Additionally, the committee will review requests for merit and for promotion of affiliated academic professionals as outlined in the collective bargaining agreement.

B. COMMITTEE SELECTION: The Promotion and Tenure Committee of the School of Music will consist of four tenured faculty members: three voting members and one alternate. In cases in which a voting committee member is also the faculty mentor of a candidate being evaluated for tenure, the alternate will assume the evaluative and voting duties of that faculty mentor in the review of his or her mentee/candidate. All tenured faculty members are eligible to be considered for election. The term of service will be three years with faculty election of one new member each year on a rotation basis. The Promotion and Tenure Committee Chair will be chosen internally from among the three faculty voting members. The Committee will also include two
non-voting student advisory members. Student advisory members will be selected by the faculty members of the committee from upper division Music majors, preferably graduating seniors who have been at Portland State University since their freshman year. The election for Faculty Committee members will be held during the annual May School faculty meeting. Prior to that meeting the School Director shall notify all faculty who are eligible for election to the Committee. Any eligible faculty member unable to serve on the Committee must notify the Director within the designated period. The Director will then prepare a list of eligible faculty members that includes both name and rank. A ballot with the list of candidates will be distributed to all faculty eligible to vote prior to the May School faculty meeting.

- Each faculty member’s completed ballot will be placed in a sealed envelope, which is to be signed by the faculty member and delivered to the Executive Assistant to the Director.
- The Executive Assistant will keep ballots until the voting period has expired, at which point he/she will deliver all envelopes to the Chair of the Promotion and Tenure Committee, who will open all envelopes in the presence of the School Director.
- The Committee Chair will tally the results of the ballots, confirmed by the School Director and Executive Assistant to the Director. The results will be announced at the May School Meeting by the Chair of the Promotion and Tenure Committee.

C. NOTIFICATION: In April of the academic year prior to consideration, the School Director shall prepare the Faculty Career Review List of all faculty containing: current rank and tenure status; total tenure related FTE and eligibility for consideration for tenure; date of last appointment, time in rank, and eligibility for promotion; date of required third-year and career-support (post-tenure) review, and the nature of appointment (i.e., indefinite tenure, annual tenure, non-tenure track faculty). The School Director shall submit this list to the Chair of the Promotion and Tenure Committee, and all faculty by the above date. Upon receipt of the List, the Promotion and Tenure Committee shall notify each faculty member who is eligible for promotion and/or tenure of his/her status and obtain a statement as to whether the individual wished to be considered or deferred. In the case of an individual about to start the sixth year of annual tenure, deferral is not an option.

D. EVALUATING SCHOLARSHIP: The School of Music follows the criteria outlined in the University Policies and Procedures for the Evaluation of Scholarship, which include the following: Clarity and Relevance of Goals, Mastery of Existing Knowledge, Appropriate Use of Methodology and Resources, Effectiveness of Communication, Significance of Results, and Consistently Ethical Behavior (see University Policies and Procedures, II.D).

In considering Creative Activities such as public performance, conducting, composition, arranging and recording, the School considers the qualities of originality, scope, richness, and depth of creative expression, as well as quality and significance of publication, exhibiting, and/or performance of original works, direction or performance of significant works, and the involvement of state-of-the-art knowledge and its impact on peers and others. Candidates are expected to submit their work to external peer review, which, in addition to critical reviews, can augment the School evaluations.
In evaluating Scholarship for Significance of Results, the School includes in its evaluative criteria the work’s impact in following spheres of activity:

1) University  
2) Local  
3) Regional  
4) National  
5) International

Activities in the first two categories are normally considered part of a faculty member’s Basic Responsibilities. In consideration for tenure and/or promotion the School assumes an increasing amount of Scholarship impacting in categories 3 through 5.

Documentation of Scholarship for Promotion and Tenure normally includes:

- Self-appraisal of Scholarly Agenda and accomplishments, including a description of how the agenda relates to the School academic mission, the University mission and the discipline as a whole.
- An up-to-date Curriculum Vitae, including a comprehensive list of significant accomplishments.
- Evaluations of accomplishments by peers and other multiple and credible sources (e.g., students, community participants, subject matter experts, and authoritative representatives from the candidate's scholarly field(s)).
- Promotion and Tenure File, which includes evidence of scholarly and professional achievement central to a faculty member’s Scholarly Agenda. Examples of material normally placed in this file include: papers, reviews, articles, publications, programs, awards, recordings, videos, grant proposals, evaluative statements from clients and peers.

E. Evaluating Teaching, Mentoring and Curricular Involvement

1. Evaluating Curricula Innovation and Development: Evidence may be in the form of course outlines, detailed class syllabi, hand-outs, discussion documents, software or other technologies, peer review of teaching, mentoring, and curricular activities, guest critic review, formal student evaluations, grant proposals and grants for the development of curriculum or teaching methods and techniques.

2. Evaluating Teaching Effectiveness: The School of Music has adopted the following guidelines in evaluating Teaching Effectiveness. The faculty member will place evidence for all areas below in his or her Promotion and Tenure file.

   a. Formal Student Evaluations.

   Music faculty eligible for either promotion or tenure will be expected to annually survey their classrooms and private students. If the faculty member is teaching a sequence course, one annual evaluation of that class will be deemed sufficient. If a single term course is being taught, the students must be surveyed during that term. Ensemble classes will be evaluated each term. Classroom and ensemble evaluations will occur sometime between the eighth and tenth week of the term.
A faculty member needing to perform a classroom evaluation should use the University evaluation forms and comment sheets. Evaluation forms will be delivered to the faculty member’s box in the School of Music office. The faculty member should distribute evaluation forms and comment sheets to his or her class. A responsible student, selected by the faculty member will be requested to collect the completed forms and turn them in to the office. The faculty member will not be present during this activity.

The forms are sent to Computing Services to be tabulated. Classified Office staff only will extract the results from the evaluation sheets. A copy of the results will be emailed to the individual faculty member at his or her request for placement in his or her Promotion and Tenure file. The original comment sheets will be given to the faculty member, who may dispose of them as he or she chooses. Student comment sheets are confidential and are not to be placed in the faculty member’s Promotion and Tenure file. The same procedure should be observed for the evaluation of ensemble teaching. Evaluation forms for private instruction will be sent to faculty members at their request. They should be given to the students during their juries and taken by them to the School of Music Office Coordinator when complete.

b. Syllabi, outlines, handouts or other materials developed for use in courses.

c. Evidence of faculty involvement in the development of new interdisciplinary or collaborative programs, or new School of Music courses.

d. Professional development as related to instruction, e.g., attendance at professional meetings related to the faculty member’s area or instruction expertise.

e. Honors and awards for teaching.

f. The faculty member’s supervision of student research and other creative activities.

g. Classroom, ensemble and private teaching evaluations by tenured faculty members.

h. Annual Self-Appraisal (University Policies and Procedures II.E.1)

3. Evaluating Mentoring and Curricular Involvement: Evidence of contributions to larger curricular goals including student mentoring and academic and thesis advising.

4. Evaluating Contributions to the Well-Being of the School. Evaluation will be based on materials documenting contributions to, and participation in, the achievement of School goals such as increasing retention of students, recruiting, contributions to the development and delivery of collaborative, interdisciplinary, and inter-institutional educational programs.
F. EVALUATING COMMUNITY OUTREACH:
Evaluation will be based on materials documenting community-based activities tied directly to one's special field of knowledge and professionally related external activities with a focus on community outreach. Such outreach may involve a cohesive series of activities contributing to the definition or resolution of problems or issues in society, aesthetic and celebratory projects or dissemination of promising innovations to appropriate audiences. Contributions to knowledge developed through community outreach will be evaluated using the criteria for quality and significance of Scholarship (see II.D, pp.6-7). Evaluation will consider as indicators of quality and significance: publication in journals, presentations at disciplinary or interdisciplinary meetings, honors, awards for community outreach, adoption of the faculty member’s models for problem resolution or processes by others, substantial contributions to public policy or influence upon professional practice, models that enrich the artistic and cultural life of the community and evaluative statements from clients and peers regarding the quality and significance of documents or performances produced by the faculty member.

G. EVALUATING GOVERNANCE & SERVICE TO THE UNIVERSITY: Evaluation will be based on service to the University required by and in addition to candidate’s Basic Responsibilities, as evidenced by documentation of student advising; School and University committee work; creation of programs, organizations, and initiatives; participation in activities devoted to enriching the artistic, cultural, and social life of the University; professionally-related service to a discipline, inter-disciplinary field, or to the external community.

H. FACULTY VOTE ON TENURE: In the year in which the tenure-track faculty member applies for tenure, a vote will be conducted among tenured faculty on whether to recommend for promotion and/or tenure, termination, or deferral (if eligible). The vote will be confidential and results will be submitted to the Promotion and Tenure Committee. The committee is obliged to include the results of the vote as part of their recommendation report to the School Director. The faculty vote on candidates applying for tenure will be carried out as follows:

1. During the review period in which tenure-track faculty have applied for tenure, all senior tenured faculty will review their Promotion and Tenure File;
2. The Chair of the Promotion and Tenure Committee will provide each tenured faculty member with a confidential ballot in which they will be asked to record a vote for or against tenure of the faculty member in question;
3. Each faculty member’s completed ballot will be placed in a sealed envelope, to be signed by the faculty member and delivered to the Executive Assistant to the School of Music Director;
4. The Executive Assistant to the School of Music Director will keep ballots until the voting period has expired. At that point he/she will deliver all envelopes to the Chair of the Promotion and Tenure Committee, who will open all envelopes in the presence of the School Director;
5. The Committee Chair and Executive Assistant to the School Director will read votes out loud and Executive Assistant will tally the results of the ballots and give the numerical totals to the Promotion and Tenure Committee;
6. The Promotion and Tenure Committee will include the results of the vote as part of its recommendation report to the School Director.

I. FILES AND DOCUMENTS: All documents not otherwise specified will remain in the files of the Promotion and Tenure Committee.

IV. ORGANIZATION OF PROMOTION AND TENURE MATERIALS

Faculty members wishing to be considered for either promotion or tenure should submit to the Promotion and Tenure Committee an organized file of supportive materials (Promotion & Tenure File). All materials should be in reverse chronological order and organized under the following sections:

1. An up-to-date Curriculum Vita, including a comprehensive list of significant accomplishments.
2. Solicited Letters of Recommendation. (See pp.17-18 (External Peer Review) of University Policies and Procedures)
3. Materials documenting Scholarly Activities
4. Materials documenting Teaching Effectiveness
5. Materials documenting Community Outreach
6. Materials documenting University Service
7. The committee advises but does not require the inclusion the candidate’s most recent Scholarly Agenda.

Candidates for promotion or tenure should refer to the School of Music Guidelines-Evaluating Scholarship (p5) for further guidance in organizing supporting materials.

V. TENURE CONSIDERATION PROCESS

“Tenure is granted to faculty members whose scholarly accomplishments are of such quality and significance and demonstrate such potential for long-term performance that the University, so far as its fiscal and human resources permit, can justifiably undertake to employ them for the rest of their academic careers. The granting of tenure should be even more significant than promotion in academic rank, and is exercised only after careful consideration of a faculty member’s scholarly qualifications and capacity for effective continued performance over a career.” (University Policies and Procedures, VI. B, p.15)

A. SCHOLARLY AGENDA: Newly appointed tenure-track faculty members will be responsible for developing a written Scholarly Agenda consistent with their appointment. The purpose of the Scholarly Agenda is to provide a means for individuals to articulate their programs of scholarly effort. The primary use of a Scholarly Agenda is developmental, not evaluative. However, it is an important tool in School planning and decision-making in support of School and University missions. The Scholarly Agenda needs to be specific enough to
provide a general outline of a faculty member’s goals, priorities, and activities, but it is not a
detailed recitation of tasks or a set of detailed, prescribed outcomes. A Scholarly Agenda:

1. articulates the set of serious intellectual, aesthetic or creative questions, issues or problems which engage and enrich an individual scholar;
2. describes an individual’s accomplished and proposed contributions to knowledge, providing an overview of scholarship, including long-term goals and purposes;
3. clarifies general responsibilities and emphases placed by the individual upon research, teaching, community outreach, or governance; and
4. articulates the manner in which the scholar’s activities relate to the School mission and programmatic goals.

Faculty members seeking tenure and/or promotion are responsible for regularly reviewing,
updating, and revising Scholarly Agenda with input from their faculty mentor, the Chair of the Promotion and Tenure Committee and the School Director. It is recommended that faculty
include the most recent version of the Scholarly Agenda, with the date of its last revision, in the materials submitted for promotion and/or tenure consideration.

B. TENURED FACULTY MENTOR: During the first term of their appointment, tenure-track faculty members will be assigned a tenured faculty mentor by the School Director after consultation with the School Advisory Committee. The faculty mentor will assist in the creation of the tenure-track faculty member’s Scholarly Agenda and advise the candidate through the entire Promotion and Tenure process, including annual reviews, and the third year review. Faculty mentors also serving on the Promotion and Tenure committee will participate in the committee’s review of their mentees except in instances in which the mentee is applying for promotion and/or tenure. In these cases, the Faculty Mentor will excuse him/herself from the review process, and be replaced by the designated Alternate Committee Member.

C. ANNUAL REVIEWS: The University Policies and Procedures call for an annual review of all faculty on annual tenure appointments of .50 FTE and higher after the completion of the first year of their appointment and each subsequent year. The purpose of this review is to help the faculty member prepare for tenure consideration at a later date. Annual reviews are optional for new faculty who are in their first year and whose appointment did not carry with it credit for previous work elsewhere. If the faculty member began with one or more years credited for previous work, they shall be provided the option for Annual Review by the Promotion and Tenure Committee during their first year at the University. The Annual Review process will be carried out by the Promotion and Tenure Committee in conjunction with the Tenured Faculty Mentor, and the School Director. It is the responsibility of the Chair of the Promotion and Tenure Committee to notify all tenure-track faculty who are subject to Annual Review to submit materials. The due dates included in the request of materials will be consistent with the Office of Academic Affairs’ “Deadlines for Academic Personnel Actions.”

The materials submitted for Annual Review are:

1. An up-to-date Curriculum Vita, including a comprehensive list of significant accomplishments;
2. Current Scholarly Agenda;
3. Self-Appraisal of Scholarly Agenda and accomplishments including: Relation to Mission of the School, Exemplary Performance, and Basic Responsibilities;
4. Tenured Faculty Evaluation of classroom, ensemble or private teaching;
5. Additional supporting materials submitted by the faculty member; and
6. Copies of all previous Promotion and Tenure Committee reviews and recommendations.

D. THIRD YEAR REVIEW
In order to assure that candidates for tenure have a timely assessment of their progress so as to permit correction of deficiencies, each faculty member who is in the third year of annual tenure shall participate in a preliminary consideration for tenure. For faculty who have brought in prior service at another institution, a review will not be conducted until the end of at least one complete academic year at Portland State University.

The candidate’s review will be completed by the end of the third-year in the Promotion and Tenure process, and will specifically evaluate the progress of the faculty member in meeting the standards for the awarding of tenure as outlined in the School of Music Guidelines-Criteria. All requirements except that of providing the names of external evaluators shall be followed. The candidate should submit to the Promotion and Tenure Committee an organized file of supportive materials as specified in School of Music Guidelines-Organization Of Promotion And Tenure Materials (p11). Upon the completion of the third year review, the Promotion and Tenure Committee will prepare a narrative report assessing the candidate’s Scholarship, Teaching, Mentoring & Curricular Involvement, Community Outreach, and Service to the University. The report will also indicate the committee’s evaluation of the faculty member’s progress toward the awarding of tenure by making a positive or negative recommendation. The review and recommendation must be signed by all members of the committee and submitted to the School Director. If the committee is divided in its recommendation, the dissenting member of the committee may choose to submit a minority report.

E. SCHOOL PEER REVIEW PROCESS: In addition to the Annual Review process specified in the University Policies and Procedures, the School of Music will also use the following School Peer Review process when considering the awarding of tenure. All faculty members on tenure track will be reviewed annually from the date of their appointment by all tenured Music School faculty. The School Peer Review will consist of a written evaluation form, which will be distributed to all tenured music faculty by the Promotion and Tenure Committee. All tenured faculty will observe the tenure-track faculty person’s performances, rehearsals, classroom teaching, etc. in support of this evaluation process, which will take place concurrently with the timelines for Annual Review by the Promotion and Tenure Committee. Completed evaluation forms will be collected by the Promotion and Tenure Committee. The Committee will prepare a summary report from the faculty evaluations. The evaluation forms along with the summary report will be forwarded to the School Director to be shared with the tenure-track faculty member and the tenured faculty mentor.

F. TENURE-TRACK FACULTY EVALUATION FILE: To support the School Peer Review process, each tenure-track faculty member will place an evaluation file in the School of Music

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Office to be available for review during the review period by all tenured faculty members. The evaluation file will contain: an up-to-date Curriculum Vitae, including a comprehensive list of significant accomplishments, the faculty member’s job description, annual self-appraisals, student evaluation summary sheets, a student comment summary sheet, an annual work-load summary sheet, and any additional supporting materials deemed relevant by the tenure-track faculty member. At the conclusion of the review process the material will be returned to the faculty member.

G. EXTERNAL PEER REVIEW: External Peer Review will be carried out in the manner specified in University Policies and Procedures (V.A.1.c pp.17-18.)

H. AWARDING OF TENURE:
Tenure is normally considered in the sixth year of a tenure-track appointment, with a tenure decision to be determined prior to the beginning of the seventh year. Recommendations to award tenure earlier can be made at the School’s discretion. If a faculty member is not awarded tenure at the end of six years, termination notice will be given. (see University Policies and Procedures IV.C.2.a, p16)

VI. Guidelines for the Review of Non-Tenure-Track (formerly Fixed Term) Instructional and Research Faculty (NTTF) School of Music

These guidelines include policies and procedures for reviewing and promoting non-tenure-track faculty, consistent with those adopted by the university in April 2014. All non-tenure-track faculty hired at .5 FTE or above on or after September 16, 2014 are subject to these new provisions. All non-tenure–track faculty hired prior to September 16, 2014, formerly known as “fixed-term” faculty, can choose to be subject to these new guidelines or to those previously in place for “fixed-term” faculty.

Introduction

The work of Non-Tenure Track instructional and research faculty improves the quality of our School's efforts and is a key factor in our ongoing success. The review process detailed here is meant to recognize the good work of our Non-Tenure Track colleagues and to help them develop and improve their abilities.

Selection of the School Review Committee

The School review committee consists of the three members of the School Promotion and Tenure Committee and one Non-Tenure Track member of the faculty appointed by the School Director. The School Director may not be a member of the committee. The committee for this review will also include one non-voting student member selected by the committee. If a Non-Tenure Track faculty member on the committee is to be reviewed by the committee during the year, the School Director will appoint an alternate Non-Tenure Track faculty member who will
participate in the review of the faculty member. The Director may invite a Non-Tenure Track faculty member from outside the School to serve if necessary.

Ranks

The academic ranks for Non-Tenure Track faculty in the School of Music and the minimum criteria for each rank are:

**Instructor:** A non-tenure track faculty appointment for individuals whose responsibilities are primarily devoted to academic instruction. Such appointments include teaching, advising, and mentoring expectations congruent with creative and engaged instruction. Normally, this appointment requires an advanced degree in the field of specialization

**Senior Instructor I:** Normally, a faculty member will not be eligible for consideration for promotion to Senior Instructor I until the completion of the third year in rank as an Instructor at PSU. Recommendations for early promotion in cases of extraordinary achievement or special circumstances can be made at the school’s discretion. Length of time in rank is not a sufficient reason for promotion.

Promotion to Senior Instructor I is based on criteria such as: quality of instruction, as determined by classroom observation, assessment of student-learning outcomes, and review of student evaluations and course materials; expertise in the discipline, as demonstrated by activities such as ongoing revision of course materials, curricular innovations, participation in continuing education, conferences, and other professional activities; evidence of ability to work effectively with individuals from and topics related to diverse populations; and participation in departmental, college/school, and university governance as appropriate to assignment and contract.

**Senior Instructor II:** Normally, a faculty member will not be eligible for promotion to Senior Instructor II until the completion of the third year in rank as a Senior Instructor I at PSU. Recommendations for early promotion in cases of extraordinary achievement can be made at the School’s discretion. Length of time in rank is not a sufficient reason for promotion.

Promotion to Senior Instructor II is based on such criteria as: demonstrated expertise in the development and delivery of new instructional materials; ongoing engagement with the pedagogy of the discipline; ability to play a lead role in assessment and curriculum design; demonstrated excellence in advising and mentoring; ongoing engagement with the profession; evidence of the application of professional skills and knowledge outside the School as demonstrated by activities such as professionally-related university and community engagement and scholarly or creative activity that contributes to knowledge in one’s field and, where appropriate, the community; evidence of ability to work effectively with individuals from and topics related to diverse populations; and effective participation in departmental, college/school and university governance as appropriate to assignment and contract.
Other ranks: Other ranks to be bestowed by the School for both tenure-track and non-tenure-track faculty shall be consistent with those defined and described in section II of the University Promotion and Tenure Guidelines. Definitions of “tenure-track” and “Non-tenure-track” shall be consistent with those found in section IV.C of the university guidelines.

Eligibility /Requirement for Review (NTTF)

During the first four annual appointments, a non-tenure-track faculty member must be reviewed each year, either through these guidelines or via School and university guidelines for promotion.

Faculty members with more than four years of continuous service who are on multi-year appointments shall be reviewed at least every three years. A faculty member may request more frequent reviews. Faculty members currently on multiyear appointments must be reviewed in the first year of their current appointment.

Instructional faculty members hired prior to September 16, 2014

For Instructional faculty members hired prior to September 16, 2014, the timelines for promotion at any point along the promotional path from Instructor through Professor shall not apply.

Non-tenure track faculty members hired before September 16, 2014 who hold the rank of Assistant Professor or above shall retain those ranks, and shall retain the ability to be promoted to higher NTTF professorial ranks based upon the criteria for promotion to those ranks in the School of Music P&T Guidelines.

Non-tenure-track faculty hired before September 16, 2014 who hold the re-classed rank of Senior Instructor 1, or currently hold the rank of Assistant Professor, have the choice of retaining those ranks, and shall retain the ability to be promoted to Assistant, Associate Professor or Professor, in accordance with the same procedures, guidelines and criteria applied to tenure-track faculty for such promotions.

Promotion to Assistant Professor

A faculty member may choose to be considered for promotion under Article 14 of the Collective Bargaining Agreement with the AAUP and thus need not be reviewed under these guidelines in that year.

Faculty with the rank of Senior Instructor I or Senior Instructor II may choose to be considered for promotion to either Senior Instructor II or Assistant Professor, in accordance with university guidelines.

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A Senior Instructor I who has opted for promotion to Assistant Professor retains the right to be considered for promotion to Senior Instructor II (if they so request) if their application for promotion to Assistant Professor is unsuccessful. They should be considered for promotion to Senior Instructor II in the same cycle, with the same promotion packet, and by the same P&T committee. Should their application for Senior Instructor II be unsuccessful, they should retain the ability to apply for promotion to Assistant Professor and/or Senior Instructor II in future cycles.

**Instructional faculty members hired prior to September 16, 2014**

For Instructional faculty members hired prior to September 16, 2014, the timelines for promotion at any point along the promotional path from Instructor through Professor shall not apply.

Non-tenure track faculty members hired before September 16, 2014 who hold the rank of Assistant Professor or above shall retain those ranks, and shall retain the ability to promote to higher NTTF professorial ranks based upon the criteria for promotion to those ranks in the School of Music P&T Guidelines.

**Materials to be used in the Review**

A faculty member being reviewed must submit the following material as a minimum:

1. A current curriculum vitae in the format specified in the PSU Promotion and Tenure Guidelines.
2. A report summarizing key activities in the previous year or since the last review.
3. A personal narrative and self-evaluation of progress made in the previous year or since the last review.

In addition to the material listed above, Non-Tenure Track faculty with instructional duties specified in their position description must submit:

1. Quantitative summaries of student teaching evaluations.
2. Narrative reviews of teaching and course materials made by School or other appropriate faculty members.

In addition to the material required of all faculty members above, Non-Tenure Track faculty with research duties specified in their position description must submit:

1. A narrative review of work provided by the principal research supervisor. In the case where a Non-Tenure Track faculty member is deemed to have substantial research responsibility, e.g., is the principal investigator for funded research, the Vice President for Research and Strategic Partnerships and Graduate Studies or his/her designee will name a reviewer (who may be in the School or elsewhere on campus) to provide the
narrative review.

2. Copies of publications and other creative activities for the period since the last review, if publications or other creative activities are among the duties in the faculty member's position description.

In addition to the material required of all faculty members above, Non-Tenure Track faculty with university and/or professional service duties specified in their position description may submit letters of reference from university and/or professional colleagues that evaluate the quality and extent of the faculty member's work.

The faculty member may provide any additional information viewed as useful for the review. The review committee may request from the faculty member additional information related to the faculty member's duties as specified in his/her position description needed to complete their report. The School of Music Office Coordinator will also provide the review committee with a copy of the faculty member's position description.

Review Schedule and Procedure

All Non-Tenure Track faculty members eligible or required to be reviewed in a particular academic year will be so notified in writing by the School Director by December 1 of the academic year of the review.

Note that a faculty member may have already chosen to be considered for promotion to Assistant Professor under Article 14 of the Collective Bargaining Agreement with the AAUP and thus need not be reviewed under these new guidelines in that year.

Notified Faculty eligible for review leading to eligibility for multi-year appointments must respond to the School Director by January 8 indicating whether or not they wish to defer the review.

A faculty member being reviewed under these guidelines will submit to the review committee all materials related to his/her review no later than January 22 of the academic year of the review.

The review committee will review the material submitted by the faculty member being reviewed and provide a report to the School Director, with a copy to the faculty member, by February 15 of the academic year of the review. The report should identify specific areas of strengths and areas needing improvement, suggest possible steps to aid the faculty member in making improvement, and should recommend, where appropriate, whether or not the faculty member should be eligible for multi-year appointments. In all cases, the report will be tied to the duties specified in the faculty member's position description. These duties may include instruction, research/scholarship, university service, and professional service.

Within one week, the faculty member being reviewed may submit to the School Director a written response to the committee's report.

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By March 1 of the academic year of the review, the School Director will provide the faculty member being reviewed with a written draft review based on the faculty member's materials, the review committee's report, and any response submitted by the faculty member. The School Director's report should identify specific areas of strengths and areas needing improvement, should spell out any steps to be taken to aid the faculty member in making improvement, and should indicate, where appropriate, whether or not the faculty member is eligible to be considered for multi-year appointments. In all cases, the report will be tied to the duties specified in the faculty member's position description. These duties may include instruction, research/scholarship, university service, and professional service.

By March 8 of the academic year of the review, the School Director will meet with the faculty member to discuss the draft review. The School Director will then provide a final, written copy of the School Director's review and the committee's report to the faculty member, to the responsible dean, and to the faculty member's file by March 15 of the academic year of the review. The faculty member may add his/her own written response to the School Director's submission within one week of receiving the report.

VII. MERIT INCREASES

All matters of merit increases for School of Music faculty will be decided by a sub-committee comprised of the voting members of the Promotion and Tenure Committee. Faculty members wishing to be considered for a merit increase must submit a written summary of accomplishments, making a case for the achievement of exemplary performance based on the following criteria:

1. Exceptional level of Scholarship as evidenced in Research or Creative Activities
2. Meritorious performance as evidenced in Teaching, Mentoring and Curricular Activities
3. Outstanding Community Outreach
4. Exemplary Service to University and School

Additional documentation should be available if requested. Materials are to be submitted to the Promotion and Tenure Committee. The committee will review the submissions and make its recommendation to the School Director. Based on the committee’s recommendation, the School Director will then make a recommendation to the Dean of the College of the Arts.

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APPENDIX I

Appendix I consists of the following items:

1. Appraisal Signature Sheet

APPENDIX II

Appendix II consists of the following items:

1. School Director Elections

APPENDIX III

Appendix III consists of the following items:

1. Guidelines for the Mentoring of Tenure-Track Faculty
APPENDIX I
APPRAISAL SIGNATURE SHEET AND RECOMMENDATION FORM
For implementation in the forthcoming Academic Year 20___

Name _________________________________________________________
Last First Middle

College or School ________________________________________________

Date of First Appointment at PSU ______________ Current Rank ______________

Date of Last Promotion ______________ Tenure Status ____________________
(Fixed Term or Annual or Tenured)

Total Tenure Related FTE _________________________________________
(complete for Annual appts. only)

FACULTY MEMBER IS BEING REVIEWED FOR: please indicate with a check(s):
_____ PROMOTION TO ___________________ (indicate rank) AND/OR _____ TENURE

Each voting member of the School Committee and each reviewing Administrator is required to sign
and indicate their vote or recommendation.
(For tenure recommendations, please use P to indicate positive, D to indicate deferral and T to indicate
termination. For promotion recommendations, please use P to indicate promotion or D to indicate
deferral)

NOTE: When a faculty member is not being considered for both promotion and tenure, one of the
VOTE/REC columns below should be left blank.

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<th>SIGNATURES</th>
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*If more space is needed for committee membership, please attach an additional page.

I have been apprised of the recommendations indicated on this form and have been given the
opportunity to review my file before its submittal to the Dean's Office.

Faculty Signature ___________________ Date __________

[Signature]

PROCEDURES FOR SELECTION AND RETENTION OF SCHOOL DIRECTOR

Guidelines for search to be conducted within the School of Music

I. The School Director shall have a full-time appointment (1.0 FTE), and shall be a tenured faculty member. The School Director must hold the rank of professor or associate professor.

II. The School Director shall serve for a period of three years (1 term), and may be eligible for an unlimited number of consecutive terms.

III. The music faculty will choose from the eligible candidates who indicate their desire to serve as School Director. Candidates will distribute to their colleagues a resume of their qualifications and a statement of their goals and objectives for the School.

   a. Interested faculty shall declare themselves candidates prior to the end of October of the fall quarter of the third year of the incumbent’s current term.

   b. The candidates shall circulate to all voting faculty their resumes and mission statement during the month of November.

   c. Election of the School Director shall take place during the December faculty meeting.

IV. Faculty members who have 0.5 FTE or more shall be eligible to vote. Faculty on leave of absence will be entitled to vote and every reasonable effort to include them will be made.

   Voting will be by secret ballot. The votes shall be collected by the Executive Assistant, removed from their signed and sealed envelopes, and delivered to the School of Music Office Manager. The ballots shall be counted by the Office Manager with assistance of one faculty member. The candidate receiving 50% or more of the total vote shall be declared the School’s nominee for Director and the School will forward its recommendation to the Dean of the College of the Arts. If no candidate receives 50% of the total vote, a run-off election must be held between the two candidates receiving the largest number of votes. In the case of a tie vote, the Dean of the College of the Arts will decide.

   If the position of School Director should become vacant during tenure of office, the Dean of the College of the Arts will be asked to appoint an acting Director pending search procedures as outlined above. The School must accomplish the search by the end of the next quarter of the academic year in which the position becomes vacant.

   If the School Director is unable to perform the duties of the position for a period of one quarter or longer, an acting Director will be appointed by the Dean of the College of the Arts.

I. In the case of a desired recall, 34% of the eligible votes in the School must elect to initiate a recall and 51% of the eligible votes will accomplish the recall.
Guidelines for the Mentoring of Tenure-Track Faculty
Portland State University School of Music

Recruitment and retention of new faculty is considered by the School of Music to be of primary importance. A strong mentor program can be helpful to the professional development of tenure-track faculty and can help maintain a high level of research and teaching in the School. The School of Music is dedicated to providing the necessary support that tenure-track faculty may need in order to function efficiently in the university framework and to understand the promotion and tenure process. The purpose of this document is to provide guidelines and assistance to both mentors and mentees in developing a working relationship.

It is important for the tenure-track faculty member to understand that they are ultimately responsible for compiling a file that merits promotion and tenure. The job of a mentor is to offer advice. A mentor is not responsible for insuring that the tenure-track faculty member be aware of all the aspects of navigating the tenure process. Detailed information regarding the promotion and tenure process can be found in the University and School of Music guidelines.

Purpose

The goals of the Music School Mentoring program are to:

• Provide insight into university life, culture and administration.
• Provide advice about local musical and educational opportunities that may be useful to the tenure-track faculty member who is new to the area.
• Discuss ways to advance professional development.
• Provide advice about teaching responsibilities.
• Provide advice about creating documents for the promotion and tenure file.

Mentor Qualifications

A qualified Mentor should be tenured with a minimum rank of Associate Professor. He/she shall have served on both School (preferably Promotion and Tenure) and University Committees. The Mentor should have some common teaching experience with the candidate such as applied experience, performance or classroom experience or shared academic interests. If the mentor of a candidate being evaluated for tenure is a serving member of the Promotion and Tenure Committee, the alternate will assume the evaluative and voting duties of that faculty mentor in the review of his or her mentee/candidate.

Questions Tenure-Track Faculty Might Ask His or Her Mentor

• What are the minimum requirements of my faculty position?
• What duties are not required, but should be considered as important to serving the university community?
• What kinds of professional activities or research should I be expected to do?
• What are the requirements for tenure?
• What is the committee looking for in my tenure package?
• How can I make myself a positive candidate for tenure?
• What are some possible pitfalls to avoid in my road to tenure?
• Will I know who is on the tenure committee?
• What are some performance/educational opportunities in the local community?
• How important is serving on committees?
• How do I get appointments to university committees?
• Is funding available to assist me with my goals?
• What needs within the School of Music might I fill that are not currently being addressed?

Things a Mentor Might Consider When Advising Tenure-Track Faculty

• Make sure you are familiar with the current promotion and tenure guidelines.
• Help to clarify the hierarchy of the School and to understand the roles of positions such as the school director, area coordinators and program coordinators.
• Offer explanations and resources to faculty whose responsibilities include student advising.
• Be accessible to your mentee. Decide on a means of communication that works for both of you. (phone, email, lunch, formal meetings) It is recommended that you meet once per term or more frequently as needs arise.
• Keep a positive attitude but be realistic about expectations.
• Be an advocate for your mentee. Help them find ways to become a positive force within the School of Music.

Approved by the Faculty: March 6, 2013