School of Music Promotion & Tenure Guidelines: 
Post-Tenure Review

I. Post-Tenure Review Goals

The goals of post-tenure review (PTR) are:

• to assure that individual faculty members work responsibly within their units to ensure that unit contributions are shouldered equitably. A key aspect of this process is collaboration in aligning each faculty member’s career path with unit missions while upholding academic freedom and a faculty member’s proper sphere of professional self-direction;

• to be a collegial, faculty-driven process that supports faculty development;

• to recognize and motivate faculty engagement

II. Guidelines and Eligibility

AAUP-represented tenured faculty members, tenured department chairs/unit heads, and program directors in the School of Music must undergo PTR every five years after the award of tenure. Tenured faculty who provide a letter stating they will retire within two years shall be allowed to opt out. Tenured faculty may also request to defer PTR under certain circumstances. Please consult page 7 of the Procedures for Post-Tenure Review (PTR) at Portland State University (PSU), dated June 1, 2015, hereafter referred to as University PTR Procedures, for additional details regarding eligibility as well as conditions for deferring or opting out of PTR.

III. Funding of Post-Tenure Review Salary Increases

Refer to University PTR Procedures, pages 7 and 8.

IV. Post-Tenure Review Cycle and Timelines

Refer to PTR Review Cycle and Timelines, University PTR Procedures, pages 8 and 9.

V. Departmental Authority and Responsibility

If a faculty member’s assignment is divided between two or more departments or units, the unit in which the majority of the faculty member’s load is assigned will assume responsibility for PTR. If the faculty member’s load has shifted over time from the discipline of their initial appointment to include work in other units, they may request an exception to this policy and appeal to the dean of the unit in which they were originally assigned, who shall identify the appropriate unit for PTR taking into consideration the faculty member’s request. Written agreement specifying which department/unit is
responsible for PTR should be in place for any faculty member whose appointment is divided between two or more departments/units.

For more information regarding departmental responsibility in the PTR process, refer to University PTR Procedures, pages 9 and 10.

VI. Procedures for Post-Tenure Review of Tenured Faculty Members

A. Notification

Notification of eligibility must occur by June 1st of each year beginning in 2016. Refer to the timeline (pages 8 and 9) and the narrative (page 10) of University PTR Procedures for notification dates.

B. Dossier

Items to be included are:

1. Current curriculum vitae, ideally three or four pages long, and focused on the period since the last review. It should include only the most significant performances, publications, presentations, and activities demonstrating evidence of continued scholarly, teaching, and service-related work.

2. Narrative describing work done since the last review for tenure, promotion, or post-tenure in relation to the faculty member’s career path. If the career path changed significantly since the last review, the faculty member should explain how and why in the narrative. The narrative should succinctly describe the faculty member’s activities that demonstrate continuing professional development and contributions to the life of the university and external communities that he or she has served during the review period. It is anticipated that the balance between teaching, service, and research or creative activity changes over time, and that each faculty member strikes an appropriate balance to help fulfill the mission of the unit. The narrative may also inform the review committee of the changes in work or life circumstances that occurred that have affected the faculty member’s work during the review period. In addition, the narrative should speak to future plans.

3. Documentation of teaching accomplishments with data from student opinion surveys regularly conducted by the School, as well as comments from individual students and peers.

4. Any additional materials the faculty member wishes to submit that are part of the work that he or she feels is relevant for the review. Whenever possible, these materials should be digital. Examples might be recordings of performances in mp3 format, or papers and presentations in pdf format. Faculty members are encouraged to submit only the essential documents that would be required by the review committee to establish that the faculty member meets standards.
C. Post-Tenure Review Committee

1. Composition

The School of Music will create a PTR Committee for each faculty member under review. This committee will consist of three (3) people who are tenured faculty. One of those selected will be from a list of three faculty members submitted by the faculty member under review.

The faculty member under review will submit a list of three faculty members to serve on his or her PTR Committee, ranked in order of preference. The Director will appoint the top ranked faculty member to serve, unless there is some reason for which that person is disqualified. The person next in rank will be appointed in each case of disqualification, and this process will be openly discussed with the faculty member under review.

The director, in consultation with the initial faculty member appointed to the PTR Committee, will appoint the 2\textsuperscript{nd} committee member. The first two members of the committee shall jointly agree on a 3\textsuperscript{rd} member. The PTR Committee itself will select a member to chair the committee.

This process will be followed for the selection of a committee for each faculty member eligible for post-tenure review.

2. Committee Review Procedures and Criteria

Refer to details on page 11 of the University PTR Procedures.

The committee shall use the criteria below for their review.

a. Teaching, mentoring, and curricular activities (Teaching);
b. Service to the academic unit, school, university and profession/academic community (Service);
c. Research, publications, and creative activities including artistic achievements (Research);
d. Community Outreach (Outreach);

In its evaluation, the committee should be mindful of changing priorities and weights on service, teaching, outreach, and research that occur at different stages of an academic career. The committee will find the faculty member to have met university standards for post-tenure review if:

1. The faculty member adequately demonstrates ongoing activity in each of the four areas (above), or the faculty member adequately demonstrates to the committee how his or her activities are consistent with School of Music needs and priorities, and
2. The effort expended totals the effort expected of a full time (1.0 full time equivalent) faculty member or prorated commensurate to the faculty member’s FTE assignment for those parts of the review period when the faculty member’s assignment was less than full time.
Other factors to be considered when determining whether the faculty member has met the standards include but are not limited to:

1. The faculty member’s teaching load relative to the customary teaching load and/or added preparation time required for new, different and/or non-lecture forms of instruction or delivery. Time and support required to transition successfully to new areas of research, teaching, outreach, or service.

2. Increased service to the School of Music, research, and/or instruction loads as a consequence of unit staffing issues, such as the ratio of tenured to non-tenured faculty, increasing enrollments, absences of other faculty members due to sabbaticals, or released time, unfilled vacancies, administrative appointments, changes in instructional support, increasing class sizes and/or changes in the physical workspace in the School of Music.

3. Personal circumstances such as maternity, paternity, adoption, injuries, illnesses, or other circumstances that have had an impact on the faculty member’s work that did not result in a deferral.

4. Increased advising or mentoring duties due to changes in the School of Music or to the role the faculty member plays in the campus community.

Upon review of the materials submitted, each member of the committee shall sign a recommendation form and indicate “YES” (meets standards) or “NO” (does not meet standards). In the event that a member votes “NO,” that member will submit a report documenting specific reasons for the decision. The chair of the PTR committee will file a report with the director including majority and minority views in cases where a unanimous decision is not reached.

The faculty member must be given the opportunity to review his or her file, including the PTR committee reports and the director’s letter and indicate he/she has done so by signing the form in Appendix PT-1, before the file is forwarded to the dean. Information about the approval process and the form used to indicate approval is on page 13, section D-4. Procedures for requesting reconsideration are outlined on pages 13-14 of the University PTR Procedures.

School of Music faculty are responsible for submitting a Scholarly Agenda in consultation with the Director and mentors, and that document must be used as a vehicle for defining expectations regarding the emphasis each faculty member individually places on teaching, outreach, research or creative activity, and service. They are also responsible for submitting a Self-appraisal of their work relative to the agenda. (School of Music Guidelines for Promotion and Tenure, II. Criteria, items A., B., and C.)

The narrative provided for Post-Tenure Review in some ways parallels this practice. The faculty member being reviewed is expected to address how his/her emphasis has evolved and changed regarding the distribution of activity in the various areas of service, teaching, and research. Goals achieved, and those yet to be achieved should be identified. While each
faculty member has the freedom to determine primary and secondary areas of emphasis, it is expected that some participation will be conducted in each sphere of activity.

D. Role of the School of Music Director

Refer to pages 12 and 13 of the University PTR Procedures

VI. Procedures for PTR of the Director of the School of Music

The Associate Dean of the College of the Arts will fill the role of immediate supervisor in conducting the review of the Director of the School of Music, or another person designated by the Dean of the College of the Arts.

Roles and Procedures for Administrative Review

Refer to guidelines on pages 14 and 15 of the University PTR Procedures.

VII. The Professional Development Plan (PDP)

A. Summary of PDP

Refer to the University PTR Procedures, pages 16 and 17 for complete description of PDP. PDP goals must be clear, objective, and measurable.

The PDP is for faculty determined to not meet standards. The PDP can continue for up to three years with a fourth year available only under exceptional circumstances. Director/designee and faculty member jointly agree on PDP no later than 30 business days after PTR. See page 16 IX, B2 in the event consensus cannot be reached.

B. The Role of the Dean

Refer to University PTR Procedures, pages 14-15
C. Progress and Resolution of PDP

Director/designee and faculty meet for a check every six (6) months for the duration of the PDP. Director specifies the basis for approving/denying an extension of the PDP. Faculty member submits completed report to the director. If director/designee and faculty agree objectives are met, a letter of completion and PDP report are forwarded to the dean. If director/designee and faculty member do not agree, the director writes letter to the dean indicating which objectives are not met. Faculty member may request in writing a conference with the director within 10 working days of receipt of the director’s letter. The PTR candidate may provide additional materials for review. The director may reverse the decision and submit a revised letter to the dean.

If faculty member refuses to comply with PDP, he or she may be subject to sanctions pursuant to Article 27. Refer to guidelines on page 16 of the University PTR Procedures.

If the director and dean agree PDP is complete, PTR salary increase will be effective the beginning of the next AY. The PDP and information on how it was fulfilled must be signed within 20 working days of its completion.

D. Funding of PDP

Any faculty member whose review finds that he or she does not meet standards shall be eligible for professional development funds for each year of the PDP, in an annual amount not to exceed the annual salary increase that would have been provided to the faculty member had he or she met standards, to provide appropriate support needed for completion of the PDP.

Training for developing and administering the PDP will be provided by the Office of Academic Affairs.

Refer to the University PTR Procedures, page 18.

VIII. Assessment of PTR

A ‘Statement of Assessment of PTR’ will occur after second year of review by an ad hoc committee of faculty senate members. To facilitate this effort, the School of Music will maintain a file of comments and feedback from faculty assessed and those who served on the PTR committees.