

NTL Salary Policy of Department/Unit: _____

Changes to document (provide memo)

No changes to document

Document(s) approved by:
(list N/A if not applicable to the unit)

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Date

Department/Unit Salary Committee Chairperson

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12/8/22

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Date

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Date

College Salary Committee Chairperson

Seth Beckman



12.8.2022

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Date

College Dean



2/23/23

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Date

Chairperson University Salary and Benefits Committee



05/31/2023

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Date

Provost

School of Music
Non-tenure-Line Faculty Renewal and Merit Pay Document
Calendar Year 2023

I. Purpose and Eligibility

This document establishes the School of Music policies and procedures for the annual determination of non-tenure-line renewal and merit pay salary increments for non-tenure-line faculty.

Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in deliberations. It is understood that greater attention and significance will be given to the work accomplished during the appointment at Ball State, in the areas of teaching. The evidence must demonstrate a record of continuous activity in all areas under review.

Regular full-time non-tenure-line faculty members with appointments in the School of Music are covered by this document.

All evaluations of and materials provided by the candidate for purposes of determining non-tenure-line renewal and/or merit pay are due by February 1st. **Submitting this annual report (Appendix A) is part of minimum acceptable performance level standards for full-time non-tenure-line faculty in the School of Music.** Notification of recommendation for non-tenure-line renewal and merit points earned will be provided to the candidate by April 1st. The evaluation is based on the calendar year (January 1st through December 31st)

II. Renewal Evaluation

- A. Results from the faculty member's evaluation of teaching will be the **main** determiner for non-tenure-line renewal. This evaluation will consist of:
1. Teaching evaluations, in the form of classroom/studio visits by the Area Coordinator and Director.
 2. Student evaluations in accordance with University policy. Cafeteria or other approved forms may also be used.
 3. As the institution makes continuous adjustments to policy regarding *the length of non-tenure-line faculty contracts*, the School of Music will also make adjustments accordingly.
 4. In the case of positions that are shared between multiple academic units based on the needs of the College, evaluations will be determined yearly by the Unit Heads from the shared areas.
- B. In addition, and/or in support of the above evaluation, further assessment may also include:
1. Consideration of any student work if the candidate deems that appropriate.
 2. Quality of student performance as judged by peer letters or approved School of Music Evaluation Form(s).

3. Ability to attract/retain an appropriate number of qualified students.
 4. Productivity of students in ensembles and juries.
 5. Curricular/repertory/pedagogical development, guest lectures by the candidate, the candidate's sponsorship of guest master classes, lectures, and artists.
 6. Sponsorship of student instructional/professional activities.
- C. A candidate also may request that other faculty peer evaluations, internal or external, take place at any time during the academic year. They may be included in the candidate's documentation.

III. General Salary Adjustment Policy

The distribution of merit pay increments in the School of Music will follow these guidelines:

- A. The merit component of the annual salary adjustment allotted to the School of Music shall be no less than seventy percent (70%).
- B. Definition of Merit: Merit is defined as going beyond mere satisfactory performance of the basic obligations and is attributed to a person who exceeds the norm through praiseworthy qualities and achievements. Up to one merit increment is awarded for each of the categories of teaching, scholarly/creative endeavors, and service.
- C. Assessment of Merit: Excellence in teaching, scholarly/creative endeavor, and professional service are fundamental for receiving merit pay.

The following activities (and others added at the discretion of individual faculty members) will be considered as indicators of excellence in teaching, scholarly/creative endeavor, and professional service:

- Teaching
- Concerts/performance engagements/recordings
- Compositions/arrangements/editions
- Publications
- Honors and awards
- Student recruitment
- Development of new curricula
- Self-development activities
- Leadership in professional organizations
- Presentations
- Master classes/workshops/clinics/adjudication
- Leadership/active participation in committee work
- Guest lectures
- Professional service
- Administrative responsibilities

- D. Teaching Evaluation: School of Music faculty members may be awarded up to one increment of salary merit per year in the area of teaching if the student evaluation numerical-summary form from at least one class taught during the calendar year is provided. A faculty member is ineligible for the teaching merit increment if the required student evaluation form is not submitted. Student comments from class evaluations may also be included if the faculty member so chooses.

Faculty members are expected to provide, or have available upon request, evidence of excellence in teaching. This must be done through a peer evaluation (see appendix B), an evaluation by the Director of the School of Music, a self-evaluation (see appendix B), and documentation of student achievements (where applicable to class taught), student evaluations (one set required per calendar year), documentation of a teacher's effort to stay current in their field or make improvements in materials and methodology. Faculty may keep a log of teaching-related activities that go beyond the fulfillment of basic obligations. Any of these may be presented upon request.

- E. Scholarly/Creative Endeavors: Faculty members may receive up to one merit pay increment for scholarly/creative endeavors based on an evaluation of their accomplishments in this area.
- F. Service: Faculty members may receive up to one merit pay increment for service based on an evaluation of their accomplishments in this area.
- G. New Faculty: It is the norm for new faculty to receive a maximum of one-half the eligible units of merit pay since they have been at BSU only for one semester.

IV. General Salary Adjustment Procedure

- A. Faculty must annually participate in the Merit and Renewal Process as a means to reflect on their performance in the area of teaching
- B. Those individuals wishing to be considered for merit awards will submit an annual Summary of Accomplishments report (see Appendix A) documenting their academic and professional activities. No other form will be accepted. This annual report will be confined to the period of the preceding calendar year and limited in length to two 8-1/2" x 11" single-sided pages. When the page limit is exceeded by the faculty member, only the first two pages of the submitted form will be considered for merit. The results of the student evaluations from at least one class must be appended to the Summary of Accomplishments form. **Submitting this annual report (Appendix A) is part of minimum acceptable performance level standards for full-time non-tenure-line faculty in the School of Music.**
- C. The Director, in consultation with the Area Coordinator and the Non-tenure-line Committee, will determine the merit increments to be awarded (0 to 3) to each faculty member who has submitted the appropriate document, student evaluations, and advising forms.
1. Minimum Expectations for Teaching.

Faculty will submit digital syllabi to the School of Music office and/or designated area coordinators at the start of each semester.

Faculty will be present and punctual for scheduled class meetings and/or lessons; they will make every effort to cover or reschedule missed classes or lessons.

Faculty will provide educational experiences for classes and/or individuals during absences for other professional obligations that cannot be covered or rescheduled.

Faculty will maintain a positive and productive teaching and learning environment for all students.

Faculty will remain current in best teaching practices and explore content that is appropriate for that area.

Faculty will make themselves available to students for consultation on a regularly scheduled basis; maintain physical office hours and communicate these times to students through door postings, syllabi, and/or electronic means. Online instructors may maintain virtual office hours through Canvas, Skype, or other electronic means.

Faculty will address student grievances in a timely and professional manner.

Faculty will administer final exams in accordance with University policy.

Faculty will submit grades at the conclusion of each term in accordance with University Policy.

Faculty will submit assessment data to program coordinators and/or the Director of the School of Music as requested.

Studio teachers will demonstrate a pattern of attracting and retaining an appropriate number of students.

Non-Tenure Line Faculty MUST submit a Student Evaluation along with their Summary of Accomplishments as a part of their Annual Review. Note: The Evaluation submitted MUST clearly exhibit the instructor's name.

2. Minimum Expectations for Scholarship.

It is understood that the primary expectation for non-tenure-line faculty is teaching. If the Instructor wishes to have consideration for merit pay in the area of Scholarship, then they will remain current and maintain a presence in their discipline and a continuous level of productivity. Accomplishments demonstrating this may include but are not limited to the following: local and campus performances, presentations, publications, consultations, or clinics/workshops; local and campus performance of compositions; publications in trade journals or magazines; attendance at national/international conferences; submission of grant applications; and on-going work on a long-term project such as a book or substantial article, composition, performance, or recording. (Documentation of completed work on such a project must be immediately presented at the request of the Non-Tenure -

Line Faculty Salary/Merit Committee.)

3. Minimum Expectations for Service.

Faculty will contribute positively to the life of the School through attending faculty meetings and being willing to accept committee appointments. Positive contributions to creating a productive working environment may include, but are not limited to, working respectfully with colleagues and students, attending recitals, concerts, auditions, lectures, and official university functions, including at least one College/University commencement ceremony per calendar year.

- D. The monetary value of each merit increment (when available) will be determined by dividing the total number of awarded merit increments into the salary allocated by the School of Music for its merit component.

After appeals are completed, faculty having concerns regarding their merit status may request a joint consultation with the Director and Area Coordinator to review their merit application and receive suggestions for maintaining or improving their merit status for the future.

- F. All evaluations letters will be placed in each faculty member's personnel file each year.

The merit portion of the annual appropriation for salary increases shall consist of 70% of the annual appropriation for salary increases after the amount of funds needed to support the promotions are distributed for a given year. Each point will be a fixed dollar amount. This will consist of the total amount allocated to the non-tenure-line faculty pool divided by the number of increments awarded.

V. Right to Reconsideration and Appeal

- A. A faculty member may request and be granted a meeting with the Director to seek out general information and clarification related to their salary adjustment.
- B. Reconsideration requests must be submitted in writing to the Director within ten university business days of notification of that year's merit decision. The reconsideration request must include a statement identifying the bases for the reconsideration as per D below.
- C. Within ten university business days following receipt of the reconsideration, the Director will provide a written response based on the deliberations of the Non-tenure-line Committee. This response is provided to the faculty member.
- D. Reconsiderations may be made on either one or both of two bases:
1. Procedural violations, which allege that during evaluation of an applicant's materials there were specific infractions of the procedures set forth in the Faculty and Professional Personnel Handbook and/or other relevant and approved sub-unit or college documents.

2. Substantive violations, which allege that during the evaluation of an applicant's materials there were specific elements of documentation that were ignored or misinterpreted, or that there were specific elements considered as a basis for the decision which are constitutionally or statutorily prohibited.

No other basis for reconsiderations is admissible.

VI. Financial Contingency

In the event that no funds are available for School of Music Merit increases during any particular year, the increment(s) and promotion stipend that a faculty member has been awarded for that year will be forwarded and added to merit adjustments awarded them in the next year that merit funds are again available. Any accumulated increments will be forfeited upon leaving University employment.

VII. Unsatisfactory Performance

If the annual evaluation of performance for a non-tenure-line faculty member does not meet the minimum criteria for satisfactory performance, the non-tenure-line faculty member's performance is deemed unsatisfactory for the year and the individual will not receive a salary increase. If the non-tenure-line faculty member does not submit an annual report in the format established by the School of Music, the individual's performance will be considered unsatisfactory.

VIII. Chronic Unsatisfactory Performance (multi-year contracts only)

Two consecutive unsatisfactory evaluation years for a non-tenure-line, multi-year faculty member trigger a remediation process. Unsatisfactory completion of the remediation process is the definition of chronic unsatisfactory performance.

- A. Any unsatisfactory assessment must be accompanied by a letter from the non-tenure-line committee. The letter should include specific justifications for the unsatisfactory recommendation and specific suggestions for improvement. The letter must be placed in the non-tenure-line faculty member's personnel file each year. All letters-meritorious, satisfactory, and unsatisfactory-will be placed in the faculty member's personnel file each year.
- B. Two consecutive unsatisfactory years will trigger a remediation process.
 1. In consultation with the Director and the faculty member's area or sub-area coordinator, the Chair of the non-tenure-line committee will choose three non-tenure-line faculty members on the committee to form a subcommittee in order to create a remediation plan. If three non-tenure-line faculty members are not available to serve in this capacity, an appropriate tenured faculty will be appointed by the Director of the School of Music. The Chair of the non-tenure-line committee will inform the faculty member under remediation, in writing, of the subcommittee members' names and the planned date of that subcommittee's first meeting. The date of the first meeting will allow time for the faculty member to request a replacement of a subcommittee member within ten business days as specified in paragraph 3 below.
 - 1.1 Subcommittee Responsibilities

1.1.1 Develop a remediation plan for tenured faculty with two consecutive unsatisfactory evaluation years. The remediation plan committee will have access to the tenured faculty member's performance evaluations and/or pertinent letters for the previous five years.

1.1.2 Review outcomes of remediation plan created the previous year.

2. A faculty member may request that a college committee be formed in place of the departmental committee to develop the remediation plan. If requested, the Dean will establish a committee of tenured faculty members with the following qualifications:
 - Member of the college
 - Appointed based on ability to be objective and demonstrated academic strength, and
 - Participants hold the same or higher rank than the faculty member being reviewed.

The committee will consider the department non-tenure-line faculty renewal document, especially the minimum standards required for satisfactory performance, during the development of the plan.

3. If the faculty member being reviewed has cause to believe a committee member is biased against them, the faculty member may request to the committee chair, in writing, to have that committee member replaced. This request must be submitted within IO business days prior to the first remediation subcommittee meeting. The request at the department level is automatically granted.
4. The Director and Dean must approve the remediation plan. The remediation plan must be sent via registered mail to the tenured faculty member's home address by June 30th or 30 days after an appeals process is completed, whichever is later. The said plan will be placed in the tenured faculty member's personnel file.
 - 4.1 As a part of the performance evaluation the following year, no sooner than 12 months after the remediation plan was initially mailed to the tenured faculty member, the outcomes of the remediation plan will be reviewed by the remediation subcommittee which created the plan to determine if the expected performance levels as set by the remediation plan have been met.

4.1.1 If the terms of the remediation plan have been met, the non-tenure-line faculty member's evaluation is deemed satisfactory for the calendar year in which the faculty member is under remediation. This evaluation replaces the annual evaluation of performance specified in the subunit salary/merit document for that year.

4.1.2 If the terms of the remediation plan have not been met, the tenured faculty member's performance will meet the definition of chronic unsatisfactory performance.

5. The faculty member has the right to appeal. This process will follow section V above.
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- C. Any non-tenure-line faculty member currently evaluated as unsatisfactory in the Merit and Renewal process cannot serve on a Non-tenure-line or Remediation Committee.

APPENDIX A

COLLEGE OF FINE ARTS

20__ Summary of Accomplishments

Name: _____ Department/School: _____

I. TEACHING: (Include course, course number, course name, semester taught, credit hours, enrollment, whether a course syllabus is on file in the department office, and whether student evaluations are on file with the faculty member.)

II. TEACHING SUPPORT: (Directing assignments, supervision of laboratory classes, doctoral committees, student successes, competitions, field trips, visiting artists, assisting graduate assistants, supervising concerts and student projects, curriculum)

ID. CREATIVE/SCHOLARLY WORK:

A. Choreography/Concerts/Exhibitions/Performances: (details such as solo appearance, one-person show, nationally adjudicated, invited, date, location; indicate if reviews are on file and if creative work was supported with load time)

1. International, National, or Regional

2. Local

B. Consultations

C. Publications: (Details such as full citation, refereed, invited; indicate if reviews are on file and if scholarly work was supported with load time)

D. Presentations/Master classes: (Details such as location, sponsoring organization, juried, invited)

1. International, National, or Regional

2. Local

E. Other: (Creative/scholarly work)

IV. SERVICE: (Advising, Recruiting, Committee Memberships-other than doctoral committees, Professional Organization Service, Other Service)

V. ADMINISTRATION: (Indicate assigned time allotted)

VI. SPECIAL HONORS, GRANTS, MEMBERSHIPS OR AWARDS: (Include title, source, and amount)

APPENDIX B: Promotion Peer Evaluation of Teaching

Peer Reviewer Name:

Faculty Member (pre-tenure/or faculty member seeking promotion)

	Exceeds Expectations	Meets Expectations	Below Expectations	Reviewer Notes
Course Materials (Please circle one)	Syllabus includes all required university language, course calendar (where appropriate), assignment materials , due dates, and other relevant components . Course also includes a detailed Canvas presence .	Syllabus includes all required university language, course calendar (where appropriate), assignment materials , due dates, and other relevant components .	Syllabus not available or does not include required language and other content .	
Instructional Strategies (Please circle one)	The observed class/lesson/rehearsal included clear objectives. Assignments and activities reflected best practice in the content area .	The observed class/lesson/rehearsal included clear objectives. Assignments and activities were appropriate.	The objectives for the observed class/lesson/rehearsal were unclear or missing. Assignments and/or activities need improvement .	
Learning Environment (Please circle one)	The faculty member demonstrated effective communication of the objectives and content. Feedback consistently fostered improvement. Student engagement was excellent.	The faculty member demonstrated adequate communication of the objectives and content. Feedback appeared to foster improvement Student engagement was adequate.	The faculty member demonstrated poor or no communication of the learning objectives. Feedback was limited or missing. Student engagement was limited	

	Exceeds Expectations	Meets Expectations	Below Expectations	Reviewer Notes
Please place an "X" in the box that corresponds with the overall effectiveness of the candidate in the area of teaching.				

Overall strengths of the class/lesson:

Overall weaknesses of the class/lesson:

Reviewer Signature: _____ **Date:** _____

APPENDIX C: Self-Evaluation of Teaching

Candidates for tenure and promotion at all levels must also complete the self-evaluation of teaching form in Appendix Cora I-page narrative for the same lesson that was evaluated by the candidate's peer.

Candidates name:

	Exceeds Expectations	Meets Expectations	Below Expectations	Reviewer Notes
Course Materials (Please circle one)	I provided a clear syllabus that included all of the required university language, a course calendar (where appropriate), assignment materials, due dates, and other relevant components. Course also includes a detailed Canvas presence.	I provided a clear syllabus that included all required university language, course calendar (where appropriate), assignment materials, due dates and other relevant components	Syllabus was not available to the peer reviewer. Course does not have a presence on Canvas. Or syllabus did not include necessary syllabus language.	
Instructional Strategies (Please circle one)	I demonstrated clear course objectives and assignments and activities that reflect best practice in the content area.	I demonstrated clear course/lesson objectives and provided classroom assignments and activities that were appropriate.	I did not have an understanding of the objectives of the course. Faculty member does not have clear course/lesson objectives or classroom assignments and activities are in need of improvement.	
Learning Environment (Please circle one)	Upon reflection of the lesson observed I feel that I was a good communicator of the course/lesson objectives and content. My feedback (where appropriate) appeared to foster improvement. My student(s) seemed to be engaged in the lesson/class.	Upon reflection of the lesson observed I feel that I was an adequate communicator of the course/lesson objectives and content. It was unclear if the students were engaged in the material.	I did not communicate the learning objectives of the class/lesson. Student(s) seemed confused and lacked understanding of the material presented. I need to improve this part of my teaching.	

	Exceeds Expectations	Meets Expectations	Below Expectations	Reviewer Notes
Please place an "X" in the box that corresponds with the overall effectiveness my lesson.				

Overall strengths of the class/lesson:

Overall weaknesses of the class/lesson:

Signature: _____

Date: ____ - ____ - ____