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School of Music Promotion and Tenure Document

Effective 2023-2024

PROMOTION AND TENURE DOCUMENT
EFFECTIVE 2023-2024

SCHOOL OF MUSIC

TABLE OF CONTENTS

Preamble	1
I. Guidelines for Promotion and Tenure	1
II. Definitions	2
III. Committee Structure and Function	3
1. School Promotion and Tenure Committee	3
2. College Promotion and Tenure Committee	8
IV. Policy Statements.....	11
1. Policy Statements for Tenure.....	11
2. Policy Statements for Promotion.....	17
3. Materials to be Presented for Tenure and Promotion.....	18
4. Policy Statements regarding Criteria for Tenure and Promotion	20
V. Academic Rank.....	26
VI. Procedures for Promotion and Tenure.....	27
1. Procedures for Tenure.....	27
2. Procedures for Promotion.....	29
VII. Reconsideration and Appeal.....	34
Appendices	
1. Appendix A: College of Fine Arts Vita Form.....	36
2. Appendix B: School of Music Individual Evaluation Worksheet	38
3. Appendix C: Peer Evaluation Form and Self-Evaluation Form..	42
4. Appendix D: Letter to External Reviewers.....	46
5. Appendix E: Document Approval History.....	47

**Ball State University
College of Fine Arts
SCHOOL OF MUSIC**

PROMOTION AND TENURE POLICIES AND PROCEDURES

Preamble

This document establishes the School of Music policies and procedures for promotion, tenure, and progress toward tenure. The School has made every effort to reflect policies and procedures of the College of Fine Arts and Ball State University. In the case of an unintentional contradiction or typographical error, the official documents of the College and the University, in the Ball State University *Faculty and Professional Personnel Handbook*, prevail. All parties involved are encouraged to familiarize themselves with the rights, responsibilities, and procedures that are outlined in the University, College, and [School] promotion and tenure documents. In cases where questions arise, the University and College documents take precedence over this [School] document.

The faculty member should refer to the Ball State University *Faculty and Professional Personnel Handbook* for additional policy and procedural statements regarding University and College of Fine Arts promotion and tenure guidelines.

I. GUIDELINES FOR PROMOTION AND TENURE

- 1. The evaluation of a faculty member's eligibility for promotion or tenure shall be conducted in light of the University Mission Statement and shall be based on evidence of a continuing pattern of achievement throughout the faculty member's professional career in the following areas:**
 - 1.1 Teaching;**
 - 1.2 Scholarship;**
 - 1.3 Service in a professional capacity.**
- 2. Promotion to Associate Professor and the tenure decision will be aligned and occur in year seven.** If successful the candidate would be a tenured Associate Professor at the start of their eighth year.
 - 2.1 A candidate may apply early for tenure and promotion to Associate Professor once in either year five or six.**
- 3. If an individual enters employment at the university at the rank of Associate Professor or above and working toward tenure, the tenure process is followed. Promotion to Professor is not part of the process.**
- 4. Experiential Learning in all its forms (internships, field trips, practica, student teaching, study abroad, immersive learning projects, etc.) is and has been a hallmark of a Ball State University education. Faculty who lead these types of**

activities should receive consideration for their involvement as they contribute to the established standards for Teaching, Scholarship and Service.

5. **At Ball State University, we recognize inclusive excellence as an integral endeavor to fulfill our mission and our strategic plan. Faculty members who engage in activities that promote inclusive excellence (training, development, intergroup dialogue, pedagogies and curriculum, community and campus partnerships, mentoring, peer-reviewed research, etc.) will receive credit for their involvement as they contribute to the established standards for Teaching, Scholarship and Service.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

II. DEFINITIONS

1. Continuing pattern of achievement is defined as evidence of significant work in teaching, scholarship, and service in a professional capacity in each consecutive year, such that a clear progression of mastery and productivity is demonstrated.
 - 1.1 **Scholarship is the process of attaining new knowledge, creating a new work, or recreating/interpreting existing works, and disseminating the results. Generally, this takes the form of appropriate peer-reviewed publications, presentations or exhibits, performances, other creative endeavors, and grant proposals. Scholarship can occur in four areas: discovery, integration, application, and teaching.** Faculty shall not be required to participate in each of the four areas of scholarship.
 - 1.1.1 **The scholarship of discovery is traditional research and creative endeavors that pursue and contribute to new knowledge for its own sake.**
 - 1.1.2 **The scholarship of integration makes connections across disciplines bringing together isolated knowledge from two or more disciplines or fields to create new insights and understanding.**
 - 1.1.3 **The scholarship of application applies knowledge to address significant societal issues.**
 - 1.1.4 **The scholarship of teaching studies the development of knowledge, skill, mind, character, and/or ability of others.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

2. School refers to the School of Music (SoM).
3. College or collegiate refers to the College of Fine Arts (CFA).
4. **Reconsideration is the act whereby a candidate may request that an initial adverse decision by the [School], college, or Provost be re-examined.**

Reconsideration provides an opportunity for the candidate to clarify content of materials. A decision in favor of the appellant does not guarantee tenure and/or promotion.

5. **Appeal refers to the action taken by the appellant when the outcome of the [School], college, or Provost reconsideration is the same as the original recommendation. An appeal may be filed without following the reconsideration process. Appeals examine the process followed and not the content of materials. A decision in favor of the appellant does not guarantee tenure and/or promotion.**
6. **Working days are those days when Ball State University administrative offices are open.**
7. **Calendar days are the days which appear on the calendar, including Saturday, Sunday, and holidays. They do not relate to the Ball State academic schedule or calendar.**
8. **Tenure-track faculty are those faculty who are currently in the seven-year probationary tenure period.**
9. **Tenured faculty are those faculty who have been granted tenure.**
10. **Joint appointments are when a faculty member holds two or more regular instructional, research, or clinical instructional appointments in two or more units such as schools, colleges, departments/programs or between an academic unit and another unit on campus.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

11. The term good standing is understood to exclude any member of the faculty (a) whose most recent pre-tenure evaluation was either an unsatisfactory or a dismissal letter or (b) who was deemed ineligible for the general salary increase (not merit or market increase) in the most recent review (not applicable to faculty on assigned leave).

III. COMMITTEE STRUCTURE AND FUNCTION

1. School of Music Promotion and Tenure Committee

1.1 Membership and Term Length

- 1.1.1 Representatives will be elected annually to the Promotion and Tenure Committee by anonymous ballot. **The electorate shall consist of tenure-track and tenured faculty members of the [School].** (*Faculty and Professional Personnel Handbook*) The committee will be comprised of five voting members: two representatives from the combined areas of Music Education, Music History & Musicology, Music Theory & Composition, and Music Media Production & Industry, the last two to be considered as a single area for the purposes of representation on the Promotion and Tenure Committee; and three representatives from the combined areas of

Ensembles & Conducting and Music Performance. Each representative will be elected to a two-year term. Terms will be staggered.

- 1.1.2 The Director of the School of Music is not eligible to be elected to this committee; however, the Director will serve as a non-voting ex-officio member.
- 1.1.3 **The [School] committee shall consist of tenured faculty.**
- 1.1.4 **If sufficient number of tenured faculty is not available, the [School] P&T committee and [School director] will propose a solution to the college dean, including but not limited to, using tenured faculty from other departments. All committee members should be qualified to evaluate the candidate's credentials.**
- 1.1.5 No member of the faculty may serve for more than three consecutive years.
- 1.1.6 No person may serve as a member of the Promotion and Tenure Committee who is 1) related by family to a faculty member being evaluated for promotion and/or tenure, 2) related by marriage to or is a former spouse of a faculty member being evaluated for promotion and/or tenure, or 3) is the domestic partner (as defined by Ball State University) or former domestic partner of a faculty member being evaluated for promotion and/or tenure.
- 1.1.7 **No person may serve as a member of a [School] Promotion and Tenure Committee who is a candidate for promotion.**
 - 1.1.7.1 An individual so elected who later becomes a candidate for promotion must resign from the committee.
 - 1.1.7.2 **The one exception to these provisions involves the [Director of the School] when they are a candidate for promotion. In that circumstance, they shall not participate in their ex-officio capacity during the deliberations of promotion to the same rank.**
- 1.1.8 In the event of the resignation of an elected committee member, the School shall hold an election for the replacement of the resigning member.

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

1.2 Elections

- 1.2.1 Committee elections for the ensuing academic year are to be held within the first three weeks of the fall semester of the Academic Year.
- 1.2.2 An announcement, from the Director of the School, regarding the date, time, and place for the election, along with a complete list of

eligible tenured faculty to serve on this committee, will be made one week in advance of the election.

- 1.2.3 Voting shall be by written ballot, electronic anonymous survey, or by voice vote if acceptable to the faculty of the combined teaching areas involved (see 1.1.1 above). Ballots will be counted immediately following the election by three persons chosen from the electorate by the Director of the School. A tally of the votes (and any challenge to the tally) must take place before the meeting is adjourned.
 - 1.2.4 The faculty at-large will nominate two persons to serve on the College of Fine Arts Promotion and Tenure Committee for two-year staggered terms. One of these nominees will then be elected as per the CFA document III.2. The representatives to the College of Fine Arts Promotion and Tenure committee may not serve on the School Promotion and Tenure Committee during their term on the College Committee.
 - 1.2.5 The election of the representatives to the School of Music Promotion and Tenure Committee shall follow this procedure: One representative will be elected at large annually from and by the areas of Music Education, Music History & Musicology, and the combined areas of Music Theory and Composition and Music Media and Production. Two of the three areas must be represented each year; all areas must be represented over a two-year period. On an annual, alternate basis, as necessary, one or two representatives will be elected at large by and from the combined areas of Ensembles & Conducting and Music Performance. Should a member of the committee resign, the Director will facilitate an election by the appropriate combined areas.
 - 1.2.6 Both Associate Professor and Professor ranks will be represented. Should an election result in non-representation of one of these ranks, an at-large member of the unrepresented rank will be elected to the committee as an additional member. The committee must not consist of members representing only a single gender. Should an election result in a committee consisting of people of all the same gender, an at-large member of a different gender will be elected to the committee as an additional member.
 - 1.2.7 The School of Music Promotion and Tenure Committee will elect a chairperson and a secretary annually from its membership. Abstentions are not permitted during the election of the chair of the committee
- 1.3 Responsibilities
- 1.3.1 The School Committee shall deliberate in the following ways:
 - 1.3.1.1 At meetings not involving the evaluation of credentials of candidates for promotion and/or tenure, a quorum shall be a simple majority. **At promotion and tenure committee meetings where candidate decisions are made, all committee members**

must be present. A quorum for these meetings therefore means a committee of the whole.

1.3.1.2 Deliberations and recommendations on promotion and tenure shall be accomplished for each individual in the following order, prescribed by the urgency of reporting results for subsequent action: 1st year, 2nd year, 7th year (or greater), 6th year, promotion to Professor, 4th year, 5th year, 3rd year.

1.3.1.3 The Promotion and Tenure Committee will send letters to each pre-tenure candidate and candidate for promotion as quickly as is feasible. The committee will send letters in batches as follows: 1) 1st- and 2nd-year candidates; 2) 4th-, 6th-, and 7th-year candidates along with those seeking promotion to Professor; and 3) the remaining candidates, whose materials are reviewed only by the School of Music committee.

1.3.1.4 Each member of the committee shall use the adopted “Worksheet” (see Appendix B to this document) to evaluate the evidence presented by the candidates. Only documented evidence can be considered in committee deliberations. Rumor and hearsay information are inadmissible.

1.3.1.5 A motion to recommend promotion or tenure for each candidate shall be made only when all eligible voting members are present. Recommendation for promotion or tenure shall require a “yes” vote from a majority of the voting committee members.

1.3.1.6 All motions shall be positive.

1.3.1.7 All votes shall be by written ballot.

1.3.2 **The committee shall implement [School] promotion and tenure policies and procedures that must not conflict with college and University policies.**

1.3.3 **The committee shall implement collegiate and University promotion and tenure policies and procedures.**

1.3.4 **The committee shall make recommendations concerning policy changes to both the collegiate and University committees.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

1.3.5 The committee shall review and evaluate the credentials of all School tenure-track persons and forward these credentials, with recommendations, to the College of Fine Arts Promotion and Tenure Committee. All materials must be organized based on criteria outlined in

section IV.3.1. In addition, a letter prepared by the committee and signed by the committee chair must accompany the candidate's materials. An additional letter prepared by the Director of the School of Music may be included. However, it is not required. Letters from the School of Music Committee and the Director must outline support or lack of support for the candidate's progress toward tenure for the year in question in the areas of teaching, scholarship, and service as well as any terms or conditions of employment.

- 1.3.6 **The [School] P&T Committee will make an annual recommendation to the dean of the college on progress toward tenure for tenure track faculty members. After the department P&T committee's determination, the following will happen:**
- 1.3.6.1 **The Department P&T Chair will write a recommendation letter that reviews the candidate's strengths and weaknesses and areas for improvement.**
 - 1.3.6.2 **The letter will be forwarded to the Dean of the college after all departmental deliberations are complete.**
 - 1.3.6.3 **The department chair may agree or disagree in writing with the department P&T committee's recommendation.**
 - 1.3.6.4 **Upon request from the faculty member, the department P&T chair will meet with the faculty member to discuss and clarify the content of the letter.**

At any other step in the tenure process (department chairperson if their recommendation is different from the Department Promotion and Tenure Committee; College Promotion and Tenure Committee; academic dean; Provost and Executive Vice President for Academic Affairs) the first committee or individual not recommending satisfactory progress for a faculty member shall provide that faculty member with a written statement delineating their strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The committee or individual may also suggest areas for improvement.

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

- 1.3.7 The committee shall review and evaluate the credentials of all School candidates for promotion. After evaluating the candidate's qualifications, the [School] Promotion and Tenure Committee must indicate whether or not the candidate is to be recommended for promotion. (All candidates will be notified of recommendations in writing.) Credentials of those candidates to be recommended favorably for promotion by the department/school committee shall be forwarded to the academic Dean in alphabetical order. Included with the credentials will be the Department/School Promotion and Tenure Committee's evaluations and recommendations. If in presenting evaluations, chairperson/school director has serious reservations concerning a faculty member's qualifications, the department chairperson/school director shall inform the Department/School Committee on the bases of the

reservations. If the differences between the chairperson/school director and the Department/School Committee are not resolved, the department/school director may forward to the academic Dean their evaluations and recommendations concerning the faculty member's qualifications.

- 1.3.8 The committee shall hear requests for reconsideration from individuals who disagree with the action of the School Committee.
- 1.3.9 Minutes of all committee actions must be maintained on file in the Director's Office. Paper copies of the minutes will be distributed to committee members, and after approval they will be destroyed.
- 1.3.10 The candidate has the right to submit a letter of rebuttal to any Promotion and Tenure-related letter from a committee member, the Director, or the Dean. The letter will be placed in the candidate's Promotion and Tenure file.

2. College Promotion and Tenure Committee

- 2.1 *Membership of the College of Fine Arts Promotion and Tenure Committee shall be:*
 - 2.1.1 *Two members each from the School of Art, the School of Music, and the Department of Theatre and Dance elected at large for staggered two-year terms;*
 - 2.1.2 **The College [Promotion and Tenure] Committee shall consist of tenured faculty only.**
 - 2.1.3 *One non-voting liaison member from the current University Promotion and Tenure Committee.*
 - 2.1.4 *The Dean of the College of Fine Arts is a non-voting ex-officio member.*
 - 2.1.5 *Representatives to the College Promotion and Tenure Committee may not serve as members of the Department/School Promotion and Tenure Committees.*
 - 2.1.6 *In the event a member of the College Promotion and Tenure Committee must resign their position, or is unable because of a medical issue or because of a conflict of interest is unable to complete their duties, their department will elect another faculty member to replace them. A temporary replacement can be appointed by the department chairperson if an immediate replace is necessary.*
 - 2.1.7 *No one may serve as a member of the College Promotion and Tenure*

Committee who is a candidate for promotion. An individual so elected who later becomes a candidate for promotion must resign from the committee.

2.1.8 No one may serve to hear an appeal or reconsideration who has a demonstrated conflict of interest such as previous involvement with the case, assignment to the same academic department or administrative area as of the principals in the case, business involvement, or relationship to any of the principals. Decisions regarding such conflicts shall be made by the committee chairperson.

2.1.9 *No person may serve as a member of the College Promotion and Tenure Committee who is related by family or by marriage or is a former spouse of a faculty member being evaluated for promotion and/or tenure.*

(The italicized material is from the College of Fine Arts Promotion and Tenure document, III Committee Structure and Function, 1.1 through 1.9.)

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure Document.)

2.2 Elections

2.2.1 *Elections shall be conducted each spring semester by each academic unit.*

2.2.2 *Annually, the School of Art, the School of Music, and the Department of Theatre and Dance each shall elect one person from among its eligible tenured faculty.*

2.2.3 *The elected person from each department/school will serve on the college committee for a two-year term.*

2.2.4 *In the event the person elected to the college committee is unable to serve, an alternate, who also meets the above criteria, shall be elected by the academic unit to the college committee.*

2.2.5 *The newly elected committee assumes its official responsibilities the first day following the end of spring semester. The term of office ends the last day of spring semester except for appeals generated during the tenure of the committee.*

(The italicized material is from the College of Fine Arts Promotion and Tenure document, III Committee Structure and Function, 2.1 through 2.5.)

2.3 Responsibilities

2.3.1 The [College Promotion and Tenure] Committee shall establish and implement [collegiate] promotion and tenure policies and

procedures that must not conflict with University policies.

- 2.3.2 **The committee shall implement University promotion and tenure policies and procedures.**
- 2.3.3 **The committee shall make recommendations for policy changes to the University Committee.**

The committee shall review departmental compliance with policy implementation.

- 2.3.4 **The committee shall review and evaluate the credentials of all collegiate candidates for promotion/tenure. It shall forward the credentials of those candidates being recommended favorably for promotion/tenure, with recommendations, to the dean.**
- 2.3.5 **Minutes of all committee actions must be maintained on file in the office of the ex officio member.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

- 2.3.6 *All credentials for tenure review and/or promotion will be received in the Dean's office from each academic unit by the third Monday of November for College Promotion and Tenure Committee review. The College Promotion and Tenure Committee shall review and evaluate the credentials of a college tenure track person in the 4th and 7th years as all requests for promotion presented separate from tenure review. After deliberation as outlined in [College of Fine Arts Tenure Document] section 3.1, the committee will forward these credentials, with recommendations, to the Dean. In cases where the department/school committee or department/school chairperson has forwarded a letter recommending unsatisfactory progress toward tenure, the college committee must review all relevant material, including any rebuttal letters from the candidate regarding said decisions about tenure. The recommendation of the college committee shall then be reflected in a letter from the chairperson of the college committee to the Dean regarding concurrence with or disagreement with the department/school committee's progress toward tenure recommendations.*
- 2.3.7 *The college committee shall hear appeals from individuals who feel aggrieved by the action of the [School] Committee, and/or the [School Director].*

(The italicized material is from the College of Fine Arts Promotion and Tenure document, III Committee Structure and Function, 3.7-3.8.)

- 2.4 **No one may serve to hear an appeal or reconsideration who has a demonstrated conflict of interest such as previous involvement with the case, assignment to the same academic department or administrative area as any of the principals in the case, business involvement, or relationship to**

any of the principals. Decisions regarding such conflicts shall be made by the committee chairperson.

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

IV. POLICY STATEMENTS

1. University Policy Statements for Tenure.

1.1 Faculty and eligible professional personnel shall be evaluated in the light of the University Mission Statement.

1.2 A tenure recommendation will be made by the [School], academic Dean, and the Provost and Vice President for Academic Affairs in the seventh year of a faculty member's probationary period. That recommendation will be either a recommendation to grant tenure at the end of that academic year or a recommendation to terminate the faculty member at the end of the following year.

(The italicized material is from the College of Fine Arts Promotion and Tenure document, IV Policy Statements, 1.2.)

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

1.3 Policies and criteria related to recommending tenure shall be clear, specific, and familiar to all personnel.

1.4 Policies and criteria for tenure shall be subject to annual evaluation and review and to periodic revision.

1.5 If a faculty member is hired at the rank of Associate Professor without tenure, the tenure process is followed. Promotion to Professor is not tied to the tenure process. Initiation of requests for consideration of tenure must be submitted in writing to the Director of the School of Music by the annual deadline, which is the third Monday in September.

1.6 The [School] and collegiate policies and criteria for tenure must be approved by the University Promotion and Tenure Committee and must be on file with the University Promotion and Tenure Committee and the Office of the Provost and Vice President for Academic Affairs.

1.7 A faculty member must complete at least one semester of full-time service during any academic year in order to receive a full year's credit for purposes of tenure consideration.

1.8 Tenure for those who hold academic rank is earned in [the School] and held in the university.

- 1.8.1 For all individuals hired by the University after June 30, 1981, tenure may be granted only to those who hold academic rank in an academic department. When a candidate is hired, academic rank must be recommended by the [Director of the School] in conjunction with the [School] Promotion and Tenure Committee or, if it is unavailable, another faculty committee, and subsequently approved by appropriate schools, colleges, administrators, and the Board of Trustees. Years granted toward tenure at the time of hiring must be recommended by the [Director of the School] in conjunction with the [School] Promotion and Tenure Committee or, if it is unavailable, another faculty committee, and subsequently approved by appropriate schools, colleges, administrators, and the Board of Trustees.**
- 1.8.2 Any academic unit, Department and/or College, which initiates a joint appointment, shall include in their Promotion and Tenure documents clear and equitable policies and procedures which identify the review and evaluation processes associated with that joint appointment.**
- 1.9 Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in tenure 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 and scholarship. The evidence must demonstrate a record of continuing activity in all areas under review.**
- 1.10 When a faculty member is employed in a tenure-track position, a probationary period of seven years is ordinarily required before tenure is granted by the Board of Trustees. Generally, the probationary period will not exceed seven full-time years of tenure-creditable service as a faculty member at Ball State University. The exceptions are noted below.**
- When transferred from one academic or professional area to another, a tenure-track person, in addition to the normal probationary period, may request or may be required to complete an additional probationary period not to exceed two years. The length of the extension of time must be established and stated in writing at the time of the new appointment.**
- 1.10.1 Ball State University is committed to providing a work environment that enable faculty to be successful. The university also recognizes that faculty may encounter life circumstances which can impair or prevent progress toward professional and scholarly achievement. This is true for faculty working toward tenure within a limited and specific time frame. A faculty member may request that certain years (normally not to exceed two years total) not be counted as tenure-creditable years, and that the tenure clock be stopped for the requested year(s), if any of the following pertain:**

- 1.10.1.1 Birth or adoption of a child;
- 1.10.1.2 The faculty member is seriously ill;
- 1.10.1.3 The faculty member is the principal care-giver for a dependent who is seriously ill or incapacitated;
- 1.10.1.4 The faculty member is the principal care-giver for a family member who is seriously ill;
- 1.10.1.5 The faculty member will be on leave for at least one semester of the academic year.
- 1.10.1.6 Widespread health crisis or natural disaster that affects a faculty member's progress towards tenure.

Within one year of the occurrence of the qualifying event, but before the affected annual Promotion and Tenure review, a request that a year not be counted as a tenure-creditable year (stopped clock) shall be made to the [School Director] by no later than September 15. The request shall include documentation of the circumstances involved. The request requires approval of the [School Director], the [Dean of the College of Fine Arts], and the Provost and Executive Vice President for Academic Affairs.

1.10.2 In cases where the exceptional achievements of a candidate in teaching, research, publication, creative endeavors, scholarly productivity, and other meritorious activities resulted in the appointment at the associate or professor ranks, tenure may be recommended to the trustees as early as the completion of the third year, following a recommendation from the [School] Promotion and Tenure Committee, and approval from the [School Director], [Dean of the College of Fine Arts], and Provost and Vice President for Academic Affairs. The Board of Trustees may grant tenure in special cases to an individual who holds or will hold academic rank without any probationary period, or with a probationary period of fewer than three years if all of the following conditions are fulfilled:

- 1.10.2.1 The Board obtains the prior positive recommendations of the and Tenure Committee of the [School], the [School Director], the [Dean of the College of Fine Arts], the Provost and Vice President of Academic Affairs, and the President.
- 1.10.2.2 The Board concurs with the recommendation that the individual possesses superior academic and/or creative qualifications;
- 1.10.2.3 The Board concurs with the recommendation that

waiver of the normal probationary period is necessary to induce the individual to accept an offer of employment or to continue their employment with the University.

- 1.11 Specific conditions of employment that must be fulfilled by a tenure-track faculty member (in addition to the general standards of performance) will be stated in writing by the University administration at the time of employment. In order to be eligible for a favorable tenure recommendation, the faculty member must meet these employment conditions unless they are released there from, in whole or in part, by means of a written [School] recommendation that is approved by the [Dean of the College of Fine Arts], the Provost and Executive Vice President for Academic Affairs, and the President.**
- 1.12 No later than February 15 of each academic year, [the School] Promotion and Tenure chairperson will send a letter to the Provost and Executive Vice President for Academic Affairs, via the [Dean of the College of Fine Arts], and the faculty member, setting forth the status of each tenure-track faculty member with respect to [their] fulfillment of the conditions of appointment and any matters pertaining to the quality of [their] performance. This letter will contain the recommendations of the [School Director] and [Dean of the College of Fine Arts].**
- 1.12.1 Before the end of each academic year prior to year seven, the Provost and Executive Vice President for Academic Affairs will notify each tenure-track faculty member in writing as to the University's official assessment of their status with regard to progress toward tenure. The contents of the letter will reflect:**
- 1.12.1.1 The University's official record of the individual's status with respect to fulfillment of specific conditions of employment which were stated in the letter of employment; and**
 - 1.12.1.2 The University's assessment of the individual's performance and progress toward tenure.**
 - 1.12.1.3 In years one through six, three decisions are possible: Satisfactory progress, unsatisfactory progress, or termination.**

If the members of [the School Promotion and Tenure Committee] wish to recommend termination of the appointment of a tenure-track faculty member at the end of any academic year during the probationary period, a letter to that effect shall be filed in the Office of the Provost and Vice President for Academic Affairs at least two weeks in advance of the final date set forth in [section 1.16] below for giving written notice of non-reappointment or of intention not to recommend reappointment to the Board to Trustees. The letter must contain the recommendations of the

[Dean of the College of Fine Arts].

- 1.13 **Tenure and promotion to Associate Professor will be aligned.**
 - 1.13.1 **The tenure and promotion to Associate Professor decision will be made in the seventh year.**
 - 1.13.2 **The recommendation will be to grant tenure and promotion to Associate Professor at the end of the year or a recommendation to terminate the faculty member at the end of the following year.**
 - 1.13.3 **A faculty member may request consideration for early tenure and promotion to Associate Professor one time, either in year five or six, without penalty of dismissal if not granted. If approved, tenure and promotion to Associate Professor will be granted at the end of the year. If not approved, the faculty member will continue in the tenure and promotion process.**
- 1.14 **The following are necessary prerequisites in order to be eligible for tenure:**
 - 1.14.1 **The faculty member must have satisfied any specific conditions of employment set forth in their letter of appointment;**
 - 1.14.2 **The faculty member must have received a positive tenure recommendation from the [School]; and**
 - 1.14.3 **There must be available significant evidence of excellent performance by the faculty member, and there must be the expectation for a continuance of such in the future.**
 - 1.14.4 **The faculty member meets qualifications to be promoted to Associate Professor.**
- 1.15 **Tenure may be attained only through official action by the Board of Trustees of the University. The Board will make its decision after receiving and reviewing the recommendations of the [School], the [Dean of the College of Fine Arts], Provost and Vice President for Academic Affairs, and the President, but the Board will not be bound to follow any of said recommendations.**
- 1.16 **Notice of non-reappointment, or of intention not to recommend reappointment to the Board of Trustees shall be given to the faculty member in writing in accordance with the following standards:**
 - 1.16.1 **Not later than March 1 of the first academic year of service, if the appointment is to expire on the day the spring semester closes; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;**
 - 1.16.2 **Not later than December 15 of the second academic year of service,**

if the appointment is to expire on the day the spring semester closes; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;

- 1.16.3 At least twelve months before the expiration of an appointment after two or more years in the institution.**
- 1.17 Contract full-time appointment service may be considered as part of the probationary period for those who are later placed on regular full-time faculty and professional personnel status.**
- 1.18 Prior service at Ball State University may be counted toward tenure after the person has completed a one-year probationary period following the return.**
- 1.19 Years of service remain with the individual when regular full-time faculty and professional personnel transfer from one academic or professional area to another.**
- 1.20 Any tenure-track individual serving as a member of [the School] or College [of Fine Arts] Promotion and Tenure Committee must be absent from deliberations concerning their progress toward tenure.**
- 1.21 The [School] P&T Committee will make an annual recommendation to the dean of the college on progress toward tenure for tenure track faculty members, pending any reconsideration or appeal. After the [School] P&T committee's determination, the following will happen:**
 - 1.21.1 The credentials of any candidate who is requesting reconsideration and/or appealing an adverse decision from a departmental committee shall not be forwarded to the college committee until the reconsideration and/or appeal process has been completed. This would include candidates for fourth year review, candidates going up for early promotion, anyone being recommended for termination, and anyone who receives unsatisfactory progress towards tenure.**
 - 1.21.2 The [School] P&T Chair will write a recommendation letter that reviews the candidate's strengths and weaknesses and areas for improvement.**
 - 1.21.3 The letter will be forwarded to the Dean of the college after all [School] deliberations are complete.**
 - 1.21.4 The department chair may agree or disagree in writing with the [School] P&T committee's recommendation.**
 - 1.21.5 Upon request from the faculty member, the [School] P&T chair will meet with the faculty member to discuss and clarify the content of the letter.**

1.22 **Vote counts shall accompany any final recommendations.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

2. Policy Statements for Promotion
 - 2.1 **Faculty and eligible professional personnel shall be evaluated in the light of the University Mission Statement.**
 - 2.2 **Policies and criteria related to recommending tenure shall be clear, specific, and familiar to all personnel.**
 - 2.3 **Policies and criteria for tenure shall be subject to annual evaluation and review and to periodic revision.**
 - 2.4 **Any [School] member or eligible professional personnel member has the right to present themselves to the [School] Promotion and Tenure Committee for consideration for promotion to Associate Professor after the fourth tenure creditable year. A request for consideration for promotion to Professor can be made any time after achieving the rank of Associate Professor.**
 - 2.5 **Recommendations for promotion will be initiated at the level where the candidate's qualifications can be best identified and evaluated. In most instances this would be the [School].**
 - 2.5.1 **[The School and College] must have formal criteria, procedures, and policies for recommendations for promotions.**
 - 2.5.2 **Recommendations shall be supported by ample documentary evidence demonstrating that the candidate for promotion satisfies established criteria.** Documentation shall include evaluation forms approved by the School.
 - 2.6 **Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in promotion 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 and scholarship. The evidence must demonstrate a record of continuing activity in all areas under review.**
 - 2.7 Initiation of requests for consideration for promotion to associate professor (and tenure) must be submitted in writing to the Director of the School of Music by the annual deadline, which is the third Monday in September. Candidates for promotion to Professor should follow the timetable located in Section VI of this document, where an April notification of intent is stipulated.

- 2.8 **The [School] and collegiate policies and criteria for promotions must be approved by the University Promotion and Tenure Committee and must be on file with the University Promotion and Tenure Committee and the Office of the Provost and Vice President for Academic Affairs.**
- 2.9 **All promotions to Associate Professor and Professor will be granted on the basis of the spring recommendations.**
- 2.10 **At any step in the promotion process ([School] Promotion and Tenure Committee; [Director of the School]; [the Dean of the College of Fine Arts]; Provost and Vice President for Academic Affairs) the first committee or individual not recommending a faculty member favorably for promotion shall provide that faculty member with a written statement in the form of a letter indicating the negative decision and delineating their strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The committee or individual may also suggest areas for improvement. All candidates for promotion will be informed of the department committee's recommendation by a letter written by the committee chair that will include an evaluation of strengths and weaknesses in the areas of teaching, scholarship, and service.**
- 2.11 **Vote counts shall accompany any final recommendations.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

- 2.12 No later than February 15 of each academic year, the School will send a letter to the Provost and Vice President for Academic Affairs, via the Dean of the College of Fine Arts, and the faculty member, setting forth the status of each faculty member seeking promotion and including matters pertaining to the quality of their performance.
3. Materials to be Presented for Promotion and Tenure Purposes. All Materials are due on the Second Friday of October by 4:00pm.
- 3.1 Materials presented for promotion and tenure must include:
- 3.1.1 Candidates for promotion and/or tenure must submit the following to the School of Music P&T committee via digital submission (as outlined in the directions provided annually by the CFA Dean's Office): CFA Vita, cover letter, and supporting documentation. The candidate may not submit any additional material after the deadline.
- 3.1.2 The cover letter must be structured in such a way as to assist the committee in understanding the candidate's accomplishments and their significance. The cover letter must be no more than two typed pages with reasonable margins and font size.

Candidates must list Scholarship Activities in the vita in order of geographical distribution (i.e. international/national activities should be

listed first, followed by regional, state, and local activities). It is the candidate's responsibility to further describe the relative impact, dissemination, and/or peer review of a given activity as described in section 4.2. Entries must be listed in reverse chronological order within each geographical section (most recent activities first). Candidates are required to indicate activities added since the previous year with blue text and must be sure to indicate their relative significance for the committee as is described below.

- 3.1.3 Appropriate documentation, organized in accordance with the above vita form, must be presented via digital submission. Digital folders must be used to classify and structure the evidence submitted for teaching; scholarship; and service in a professional capacity. Appropriate documentation includes syllabi, teaching evaluation summaries, supporting letters, programs, or reviews regarding the "Criteria for Promotion" section of this document. It must not contain letters that are not germane to promotion or tenure, nor articles from newspapers merely describing the event (unless such description is deemed necessary to document a category) or unnecessary bulk. All letters and other materials must be routed through the Office of the Director of the School of Music. It is the candidate's responsibility, through consultation with the Director of the School or the Chair of the Committee, to determine the worth of such material.
 - 3.1.4 The above documentation must cover the entire career to the present. Greater attention and significance will be given to the work accomplished at Ball State. After the first evaluation year, candidates must remove documentation of activities completed previous to employment at Ball State (though this information must remain in the vita). In an effort to facilitate the evaluation process, candidates must include documentation only of those activities the candidate considers to be of significance; the committee can and will request additional documentation if this is needed.
 - 3.1.5 Clarity of presentation in regard to all materials is mandatory and is the responsibility of the candidate.
- 3.2 *A file shall be kept in the office of the [Director of the School] for every individual faculty member who is eligible to be considered for promotion and/or tenure. This file shall be open to the faculty member concerned and will contain all information which, in the judgment of the [Director of the School], is relevant to promotion and/or tenure. Materials shall be placed in the file by the [Director of the School] at their own discretion or at the request of the candidate.*

When any information relevant to promotion or receipt of tenure of an individual is to be placed in the file, it shall be brought to their attention in writing at once by their administrative head. The faculty member shall have the opportunity to place in the file materials which might rebut or explain any information which they consider detrimental. Any material that has not been

brought to the attention of the faculty member and/or has not been placed in the file cannot be used in subsequent promotion and tenure deliberations. Anonymous letters shall not be made a part of this file.

This file shall be examined by the [School] Promotion and Tenure Committee during promotion and tenure deliberations. Materials used by the [School] Promotion and Tenure Committee as a basis for recommendations shall be made available to the College of Fine Arts Promotion and Tenure Committee, the Dean of the College of Fine Arts, the Provost and Vice President for Academic Affairs, and the President upon request.

(The italicized material is from the College of Fine Arts Promotion and Tenure document, III Policy Statements, 3.2)

4. School of Music Policy Statements regarding Criteria for Tenure and Promotion

4.1 Teaching evidence:

4.1.1 Members of the Promotion and Tenure Committee and peer faculty members designated by the Promotion and Tenure Committee (customarily the candidate's area coordinator or sub-area coordinator) shall conduct evaluations, in the form of classroom/studio visits, in the fall. The Committee chair will coordinate these assignments. The evaluators will use the rubric provided in Appendix C to evaluate the candidate. This evaluation is required, and the evaluator should submit the original form and a letter/narrative statement to the Director's Administrative Assistant for inclusion in the candidate's P&T file. The Administrative Assistant also will provide the candidate with a copy of the form and letter/narrative. This must be completed no less than 10 calendar days prior to the P&T deadline for submission of materials. Candidates are to include these documents in their digital folder for teaching evidence.

4.1.1.1 Faculty members who are being evaluated must submit a syllabus that includes the required course language to the reviewer. This syllabus must also be posted on the university web-based platform (e.g. Canvas). This syllabus must contain learning objectives for the course that are connected to the program assessment learning outcomes for the program (if applicable). Candidates are to include this syllabus in their digital folder for teaching evidence.

4.1.1.2 Candidates for tenure and promotion at all levels must also complete either the self-evaluation of teaching form in Appendix C or a 1-page narrative for the same lessons that were evaluated by the candidate's peers. This allows the committee an understanding of context. The candidate must complete the form and submit it to the Director's Administrative Assistant within 5 business days of the observed lesson. Candidates are to include these documents in their digital folder for teaching evidence. The

candidate may not receive a copy of the observer's review until the candidate's self-evaluation has been submitted.

- 4.1.2 Student evaluations must take place in accordance with University policy. The printout generated from the university's Course Evaluation web site must include both the faculty member's name and the relevant course number(s) and must include any written student comments along with statistical data. This information must not be written onto the forms after they have been downloaded or printed out.
 - 4.1.3 Consideration of any student work if the candidate deems that appropriate.
 - 4.1.4 Quality of student performance as judged by peer letters.
 - 4.1.5 Ability to attract/retain an appropriate number of qualified students.
 - 4.1.6 Productivity of students in ensembles and juries.
 - 4.1.7 Curricular/repertory/pedagogical development; guest lectures by the candidate; the candidate's sponsorship of guest master classes, lectures, and artists.
 - 4.1.8 Sponsorship of student instructional/professional activities.
 - 4.1.9 Direction of a Master's thesis or Doctoral dissertation.
 - 4.1.10 A candidate also may request that other faculty peer evaluations, internal or external, take place at any time during the academic year. Appendix C and/or a letter will suffice. These items may be included in the candidate's P&T file at the candidate's request. They also may be included in the candidate's documentation.
- 4.2 Scholarship evidence:

Evaluation of scholarship will be in accordance with the Policy for Evaluation of Scholarship, Section VI.3 of the College Promotion and Tenure document in the Faculty and Professional Personnel Handbook.

- 4.2.1 When evaluating Scholarship, the School Promotion and Tenure Committee shall consider whether an activity is International/National, Regional, State, or Local in character, as this is often a strong indicator of an activity's relative merit. At the same time, an activity that occurs on campus can be "international" in dissemination (presenting a paper at an international conference hosted at Ball State, for example), and an activity that occurs in another nation can be quite "local" in impact (presenting a concert for a limited audience in another country, for example). Therefore, the candidate must state an affirmative case for tenure based on the relative strengths of their activities within the context

of impact, dissemination, and peer review alongside their geographical characteristics. Similarly, the Committee must consider the impact, dissemination, and peer review of a given activity alongside its geographical characteristics when weighing its relative merits. Additionally, the Committee must weigh the relative opportunities and circumstances of each discipline, instrument, or other relevant factor that are appropriate for each faculty member.

- 4.2.1.1 In the candidate's cover letter and curriculum vitae it is their responsibility to clearly indicate where each of their activities is properly categorized and which of their activities has the highest merit based on the metrics described above.
 - 4.2.1.1.1 While some activities have a clear peer review process, others are "reviewed" by means such as an audition or hiring process, reviews in prominent publications, the number of purchases of a product, the ranking of a recording on a list of competitive recordings, or other means. The candidate must clarify the method of review when justifying the merit of their activity.
 - 4.2.1.1.2 The opportunities for dissemination vary from discipline to discipline, and even among sub-disciplines (the publishing opportunities among the music academic disciplines and the performance opportunities for various instruments, for example). The candidate must clarify how their activity is distinctive in its dissemination within their discipline.
 - 4.2.1.1.3 The impact of an activity can be measured by many metrics, such as the size of the audience, acceptance rate, the geographical significance or prestige of the venue, the frequency with which an article has been referenced, the sales of a book or composition, and more. The candidate must clarify how their activity has a distinctive impact within their discipline.
- 4.2.1.2 It is the responsibility of the committee to evaluate the candidate's activities in the context of geographical concerns (International/National, Regional, State, Local) and the additional matrices of impact, dissemination, and peer review in the context of the candidate's specific discipline.
 - 4.2.1.2.1 When evaluating the geographical metric, the committee must not consider the value of an activity strictly in terms of its geography. As mentioned above, the impact of an "international" activity can be quite limited, while the dissemination of an activity on-campus may be quite distinctive. Geography is often illustrative of an activity's importance, and geography

can also be seen to reflect the breadth of the candidate's professional profile. However, geography must not be the only factor considered.

- 4.2.1.2.2 When considering the peer review of an activity, the committee must consider what the process of review is within the candidate's specific discipline. While the peer review process is quite clear in some disciplines (blind review of an article for publication in a national journal, for example), the process is not as clear in others. The committee must not insist on a review process or consideration that does not suit the candidate's specific discipline or insist on the review process of a different discipline that does not suit the candidate's discipline.
- 4.2.1.2.3 When considering the dissemination of an activity, the committee must consider the appropriate standards of dissemination within the candidate's specific discipline. The committee must not set an arbitrary standard of dissemination that does not take into account the variance of opportunity and expectation among the diverse offerings of the School (various academic fields, various instruments, differing ensembles conducted, etc.).
- 4.2.1.2.4 When considering the impact of an activity, the committee must consider the appropriate metrics of impact within the candidate's specific discipline. The committee must not set an arbitrary standard for impact that doesn't suit the expectations and standards for the candidate's specific discipline or insist on standards of impact that suit a different discipline but don't suit the candidate's discipline.

4.2.2 Examples of activities include, but are not limited to:

Publication of scholarly books, textbooks, professional journal articles, book chapters, or significant entries in reference works. Publications must be listed in the Vita with a bibliographic citation consistent with a standard style guide (e.g., Chicago Manual of Style, APA, etc.), including pagination.

Publication of performance, scholarly editions, or translations with substantive commentary;

Presentation of a refereed or an invited original research/pedagogical paper, poster session, composition or significant panel contribution at a refereed meeting of a professional organization or society, or festival;

Providing a significant content contribution to websites that are refereed or monitored by an editorial board;

Creation and distribution of computer software programs and/or computer instructional materials used by or distributed to and through reputable educational and/or professional outlets;

Having original compositions performed, or performances/exhibitions of other creative works, at conferences or festivals, or at venues or by performers that have significance.

Publication of scores of original compositions by significant commercial publishers, or other publication of original compositions for which the national or international significance through peer review, dissemination, or impact is clearly explained and documented. Citations of published scores in the Vita must include scoring and duration.

Producing music works for dissemination through publication (print, disc recordings, and live performance) for sale, rental, loan, or non-profit performance;

Significant contribution (such as performance, composition, or engineering/producing) to recordings that are distributed by reputable record labels, or recordings that are published by smaller labels or self-published if the significance through peer review, dissemination, or impact is clearly explained and documented.

Performances in any of the following areas: significant solo performances, substantive opera or oratorio roles or concerto performances, performances as a member of a recognized professional large ensemble, significant conducting of large ensemble performances, stage direction of an opera or musical, participation in chamber-music ensembles (any of these performances also could take place at a musically significant college or university);

Conducting or leading major Ball State ensembles in significant performances off-campus (e.g. state, regional, national, international appearances).

Presenting master classes at significant venues or settings (the activity must clearly and substantially exhibit the candidate's scholarly/creative expertise, otherwise the master class should be listed only under "Teaching");

Receiving commissions, awards, grants, or prizes of national or international significance (for written word, compositions, and/or performances); receiving a paid commission for an original composition or arrangement from a soloist or performing group of significance.

Receiving a significant Ball State University scholarly or creative-

endeavor award based on university-wide competition;

Receiving substantial funding for research, performance, or creative activity;

Receiving significant recognition and/or distribution of self-produced scholarly and/or creative works.

Community-Engaged Scholarship, which involves “collaborations between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” (Carnegie Foundation definition)

- 4.2.3 Obligations and expectations of faculty members take priority. However, should a schedule conflict arise that cannot be changed and a faculty member is unable then to participate in a higher category because of local duties, documentation of such bona fide opportunities shall become part of the faculty member’s record. It must be emphasized that these bona fide opportunities in no way imply that the criteria for promotion or tenure are met. These opportunities merely support additional evidence of achievements in the above categories.

4.3 Service in a professional capacity evidence:

The expectation of service to one’s institution and profession is a long-standing tradition in academia. Service to the institution is a necessary component of faculty self-governance; likewise, the expectation that faculty will be active professionally as scholars, performers, and creators, necessitates service to the profession to maintain the viability of professional outlets.

In the School of Music, service is expected in the primary areas of Institutional Service (6.1) and Professional Service Outside the University (6.3). Note that Institutional Service includes only service for which no load credit is given. In determining whether an activity should be considered service, one consideration is the degree to which the activity is undertaken for the benefit of the greater community.

To facilitate the evaluation of service, faculty members are encouraged to briefly outline the responsibilities and any compensation associated with each service item, including time commitment when warranted, in the cover letter and/or vita. Service items will be weighted accordingly. It is understood that certain university level positions such as chair of faculty senate are considered to be significant. It is understood that service profiles are unique for each faculty member, varying on a continuum from team involvement in a breadth of valued activities to leadership involvement in a few highly influential activities. Faculty members are encouraged to seek out leadership roles whenever possible.

Institutional Service includes but is not limited to the following:

Committee work (chair, secretary, member)

Academic Advisor
 Faculty Advisor for a student organization
 Area or Sub-Area Coordinator

Professional Service Outside the University includes but is not limited to the following:

Professional Organization (officer, committee member)
 Adjudicator (international, national, regional, local)

V. ACADEMIC RANK

1. *There are three basic academic ranks: Assistant Professor, Associate Professor, and Professor. Qualifications for each rank are as follows:*

1.1 *Assistant Professor*

A master's degree is ordinarily required

1.1.1 *Evidence of quality performance as a teacher or practitioner in the specialty in which the candidate is hired;*

1.1.2 *Evidence of the potential for conducting research, for publishing, for contributing other scholarly products, and/or creative works;*

1.1.3 *Evidence of participation in professional organizations.*

1.2 *Associate Professor*

An earned terminal degree, as defined by the School and approved by the Dean and Provost, is ordinarily required.

1.2.1 *Evidence of a continued pattern of excellent teaching;*

1.2.2 *Evidence of high-quality contributions to one's specialty through research, publication or other scholarly productivity, which must include refereed outlets, and/or creative works;*

1.2.3 *Evidence of high-quality contributions in the capacity of professional service.*

1.3 *Professor*

An earned terminal degree, as defined by the school and approved by the Dean and Provost, is ordinarily required.

1.3.1 *Evidence of regional, national, or international recognition in at least one of the following: teaching, research, creative endeavors, or other scholarly productivity; or service in a professional capacity;*

- 1.3.2 *Evidence of a continued pattern of excellence in teaching;*
- 1.3.3 *Evidence of significant contribution to one's specialty through research, publication or other scholarly productivity, which must include refereed outlets, and/or creative works; additionally, at least two letters are required from external evaluators who have reviewed and commented upon the evidence of significant contribution are required.*
- 1.3.4 *Evidence of significant contributions in the capacity of professional service.*

(The italicized material is from the College of Fine Arts Promotion and Tenure document, V Academic Rank.)

2. **[Advancement in rank] is based on a continuing pattern of documented achievement in the faculty member's professional career in:**

- 2.1 **Teaching;**
- 2.2 **Scholarship;**
- 2.3 **Service in a professional capacity.**

3. **A terminal degree in the faculty member's specialty area is usually required for either hiring at or advancement to associate or full professor. However, certain kinds of expertise, experience, and/or recognition may be accepted by the College of Fine Arts as appropriate qualifications for either rank, upon approval of the Provost and Vice President for Academic Affairs.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

3.1 Definition of terminal degrees

The School of Music recognizes the earned doctorate as the terminal degree necessary for the promotion to the ranks of Associate Professor or Professor.

3.2 Earned Terminal Degree

If a person possesses the appropriate terminal degree from an accredited institution at the time of appointment, they will have met the educational requirements for eligibility for promotion. It must be emphasized that this eligibility in no way implies that the criteria enumerated in this document regarding quality of work and professional growth have necessarily been met.

3.3 A person may be required to complete a terminal degree prior to consideration for tenure if part of the hiring contract.

VI. PROCEDURES FOR PROMOTION AND TENURE

1. Procedures for Tenure

- 1.1 **[School] policies and criteria must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee and shall be on file with the [Dean of the College of Fine Arts] and the ex officio member of the University Promotion and Tenure Committee.**
- 1.2 **[The School] shall have a specific evaluation form for rating a faculty member in relation to tenure. This form shall be used when a faculty member is being considered for tenure. This rating form must be kept on file with the [Director of the School] and must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee.**
- 1.3 **Recommendations concerning tenure shall be initiated at the [School] level.** The School Promotion and Tenure Committee may make the following recommendations:
 1. Satisfactory progress toward tenure
 2. Unsatisfactory progress toward tenure
 3. Termination/Dismissal

All candidates for tenure will be informed of the department committee's recommendation by a letter written by the committee chair that will include an evaluation of their strengths and weaknesses in the areas of teaching, scholarship, and service.

- 1.4 The recommendations of the School Promotion and Tenure Committee shall be forwarded to the Dean of the College of Fine Arts. Included with the recommendations will be the School Director's evaluations and recommendations, if there is a difference of opinion between the School Director and the School Committee.
 - 1.4.1 **The credentials of any candidate who is requesting reconsideration and/or appealing an adverse decision from a departmental committee shall not be forwarded to the college committee until the reconsideration and/or appeal process has been completed.**
- 1.5 In the fourth, sixth, and final years of tenure consideration, the College Committee shall review and evaluate the credentials of all collegiate tenure-track persons and forward those credentials, with recommendations, to the Dean. **Any recommendation from the College Committee not receiving approval by the dean shall be returned to the committee with reasons for the disapproval. A two-thirds vote of the committee shall be required to override the disapproval after which the dean must forward the recommendation.**
- 1.6 **The Dean shall forward the recommendations, including their evaluations,**

to the Provost and Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Vice President for Academic Affairs shall consult with the Dean about the differences.

- 1.7 **The Provost and Executive Vice President for Academic Affairs, upon reviewing and being satisfied with the recommendations from the [Dean], shall forward these recommendations to the President.**
- 1.8 **Final recommendations in all matters pertaining to tenure reside with the President who forwards these recommendations to the Board of Trustees.**
- 1.9 **Specific conditions of appointment stated in writing at the time of appointment by the President shall be given in writing to the individual, the [School Director], the [Dean], the appropriate Vice President and the President.**

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

2. Procedures for Promotion

- 2.1 **[School] policies and criteria must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee and shall be on file with the [Dean of the College of Fine Arts] and the ex-officio member of the University Promotion and Tenure Committee.**
- 2.2 **Recommendations for promotion shall be initiated at the [School] level. After evaluating the candidate's qualifications, the [School] Promotion and Tenure Committee must indicate whether or not the candidate is to be recommended for promotion. All candidates for promotion will be informed of the department committee's recommendation by a letter written by the committee chair that will include an evaluation of their strengths and weaknesses in the areas of teaching, scholarship, and service.**
- 2.3 Procedures for Supplemental External Review Letters in Promotion to Professor
 - 2.3.1 Policy Statements and Definitions
 - 2.3.1.1 **In the case of a candidate seeking promotion to Professor, a minimum of two letters from reviewers external to the University shall be included. Such letters shall provide supplementary evaluative review of the candidate's scholarship, creative endeavors, and other scholarly productivity. These letters shall be acquired and presented in accordance with [School] and college policies and procedures. The candidate shall be fully involved in the selection of reviewers, with one-half of the contacted reviewers being from the candidate's list. Challenges to the list of reviewers**

will be handled according to [School] and college policies. All letters received from external reviewers will be available to evaluators in the promotion review process.

External review letters shall be inserted and retained in the candidate's Promotion and Tenure file for use by [School], collegiate, and, in the case of an appeal, University Promotion and Tenure committees, and by the Provost in promotion deliberations for the current year. The candidate has the right to examine all external review letters received. For the examination of the letters by the candidate, anonymity of the external evaluators must be protected in accordance with procedures established by [the School and College]. The candidate has the right to respond to information contained in the letters. At the conclusion of these deliberations, the letters shall be retained in a confidential file in the Office of the Dean of the College [of Fine Arts]. Once letters are placed in this separate confidential file they cannot be reopened for purposes of subsequent promotion deliberations at any level of consideration unless requested by the candidate. Any anonymous copies provided to the candidate must be returned to the Director of the School of Music and destroyed by him/her.

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

2.3.1.2 “Director” refers to the director of the School of Music. “School Committee” refers to the School of Music Promotion and Tenure Committee. “Candidate” refers to the faculty member requesting promotion to the rank of professor. “Reviewer” and “review” refer to an individual listed as or contacted as a potential outside reviewer for the materials submitted in support of an application to the rank of professor, and to the written material that the reviewer submits.

The promotion-to-professor external-review mechanism begins in the spring of one academic year and concludes during the subsequent academic year (see the Timetable that follows in 2.37). Because P&T document revisions may take place during and between the two academic years, and such revisions could affect the external review process, a candidate for promotion to professor should consult with the School of Music P&T Committee chair and the School of Music Director to determine or clarify which elements of the procedure, if any, are changing and how they should be applied.

2.3.2 Selection

2.3.2.1 The candidate will provide the office of the Director with the names of four external reviewers and explain in writing why

each individual is proposed as a reviewer. The candidate will identify each reviewer's professional position or title and will describe the relationship, if any, between the candidate and each reviewer. The Director, in consultation with the School Committee, will develop a separate list of four external reviewers; this list may include, but is not limited to, any or all of the names on the candidate's list. The candidate will choose a reviewer from the combined lists whom they wish to be contacted first. The School Committee, with the option of consulting with the candidate or other knowledgeable individuals, will choose the person from the combined lists to be contacted second. In the event that the candidate's first choice declines to serve as a reviewer, the candidate will rank-order the remaining names to determine the order in which they are contacted. In the event that the School Committee's first choice declines to serve, the Committee will rank-order the remaining names to determine the order in which they are contacted.

2.3.2.2 If the diversity of the candidate's scholarly and/or creative activity warrants it, the faculty member may request one additional reviewer. In that case the candidate will provide a second rank-ordered list of two to four additional names for the selection of a third reviewer.

2.3.2.3 Each list of potential external reviewers must include a minimum of two academic reviewers affiliated with a university, college, or conservatory. It may include reviewers closely associated with the candidate's area of scholarship or creative endeavor but who are not affiliated with an institution of higher education.

2.3.3 Challenge

If either party, the School Committee or the candidate, objects to any of the four reviewers selected by the other party, the challenger will provide the other party with written reasons why a particular reviewer is inappropriate. Challenges may be based upon the potential reviewer's qualifications, their relationship to the candidate, or a known bias. If the candidate and the School Committee cannot reach a compromise on the retention or the elimination and replacement of a reviewer, the Dean will act as the final arbiter.

2.3.4 Solicitation

2.3.4.1 The Director is responsible for contacting the reviewers. A minimum of two reviews is required in order for the School Committee to consider and forward the candidate's file.

2.3.4.2 Reviewers will be contacted by these means in the order listed: (1) by e-mail, (2) by U.S. mail, (3) by phone. The Director will keep a written log of contacts indicating who was contacted, the date and time of contact, and who has committed and who has refused to serve as an external reviewer; the Director will retain this log, along with all

correspondence, until the final decision on promotion has been reached.

2.3.4.3 The Director will offer each external reviewer an honorarium for the timely completion of the review.

2.3.4.4 Anonymous or unsolicited letters will not be accepted nor included in the candidate's promotion and tenure file as part of this process.

2.3.5 Materials and correspondence sent to reviewer

2.3.5.1 The candidate will provide the office of the Director with two copies of their curriculum vitae and cover letter and with two copies of selected materials for review. The materials to be sent off for review should not exceed a quantity that could reasonably be reviewed within two weeks. Materials for review will be in the area(s) of the candidate's scholarly and/or creative endeavor. They may include audio and/or video recordings of performances; published articles or book chapters; articles or book chapters that have been accepted for publication; texts of papers that have been presented at academic or professional conferences; scores and/or recordings of original compositions or of arrangements; software applications or multimedia productions that the candidate has developed; or any other relevant materials.

2.3.5.2 The office of the Director will send the candidate's curriculum vitae and materials to each reviewer accompanied by the appropriate letter, Appendix D.

2.3.6 Review of File

2.3.6.1 Reviews must arrive back to the School of Music by October 1st, or the closest following business day. The office of the Director will accomplish the following within two business days after the submission: 1) place the original review letters in the candidate's Promotion and Tenure file, 2) create a candidate-accessible file that includes copies of received letters in which the anonymity of the external reviewer is protected (all references to the identity and affiliation(s) of the external reviewer must be removed), and 3) notify the candidate of the creation and availability of the candidate-accessible file. If the candidate disagrees with the content of a review, the candidate may write a letter of rebuttal prior to the submission of their materials. Any candidate rebuttals will be attached to the original letters in the Promotion and Tenure file. At the end of the review process, the original letters and rebuttals will be kept in a confidential file in the Dean's office, and the office of the Director will destroy the candidate-accessible file.

2.3.6.2 The complete promotion file, including the external letters, **will be available** for review by the School of Music Promotion and Tenure Committee. If the School Committee recommends the candidate for promotion, the complete promotion file will be forwarded to the College of Fine Arts Promotion and Tenure Committee.

2.3.6.3 External reviews are confidential and will be reviewed only by the candidate, by the Director, by the faculty serving on the School of Music Promotion and Tenure Committee, and, contingent on a positive recommendation at each level, by the College of Fine Arts and University Promotion and Tenure Committees.

2.3.7 Timetable. In the event that the dates listed fall on a weekend or a holiday, the first non-holiday weekday following will substitute for the listed date.

April 1: The candidate must give preliminary notice of the intent to seek promotion to the rank of professor, and must submit to the Director a ranked list of four potential reviewers accompanied by identification of each reviewer's professional position or title and relationship (if any) to the applicant. Candidates who declare their intentions after April 1 may not have adequate time for external letters to be received and reviewed by the evaluators, and therefore will not be eligible for consideration if their files are not complete.

April 15: The Director must submit to the candidate the School Committee's ranked list of potential reviewers accompanied by identification of each reviewer's professional position or title.

May 1: The School Committee and the candidate must file any challenge to the other party's ranked list. Challenges must be resolved within five business days.

End of the first week of fall classes (Friday at 4pm): The candidate must submit to the Director a copy of their curriculum vitae and multiple copies (two or three) of all the materials to be sent to the reviewers. The Director of the School of Music will ship the materials upon receipt to give outside reviews time to review thoroughly.

October 1: The reviews must arrive back to the School of Music. Copies must be inserted into the candidate's P&T file and be given to the candidate within one business day.

Any rebuttal or explanation by the candidate in response to an external review must be turned in to the Director and submitted with the candidate's materials by the submission deadline (see Section IV.3).

2.4 Credentials of those candidates to be recommended favorably for promotion by the School committee shall be forwarded to the Dean in alphabetical order. Included with the credentials will be the School Promotion and Tenure Committee's evaluations and recommendations.

2.4.1 **If in presenting evaluations, the [Director of the School] has serious reservations concerning a faculty member's qualifications, the [Director] shall inform the [School] Committee of the bases of the reservations. If the differences between the [School] Committee and the [Director] are not resolved, the [Director] may**

forward to the [Dean] their evaluations and recommendations concerning the faculty member's qualifications.

2.5 *The Dean shall forward credentials to the College Promotion and Tenure Committee and charge it with the responsibility for evaluating each individual's credentials and determining whether or not candidates are to be recommended for promotion.*

2.5.1 *Any recommendations from the College Committee not receiving approval by the Dean shall be returned to the committee with reasons for the disapproval. A two-thirds vote of the committee shall be required to override the disapproval after which the Dean must forward the recommendation.*

2.6 *The Dean shall forward the recommendations, including their evaluations, to the Provost and Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Vice President for Academic Affairs shall consult with the Dean about the differences.*

(The italicized material is from the College of Fine Arts Promotion and Tenure document, Section VI Procedures for Promotion and Tenure, 1.1.4, 1.1.4.1, and 1.1.5.)

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

VII. RECONSIDERATION AND APPEAL

1. **Reconsideration is the act whereby a candidate may request that an initial adverse decision by the School, College or Provost be re-examined. Reconsideration can take place before an appeal. Reconsideration provides an opportunity for a candidate to clarify content of materials.**

1.1 **Requests for reconsideration must be made in accordance with the provisions set forth in the University Promotion and Tenure Document, Section 35.8, Right of Reconsideration.**

1.2 **An adverse recommendation can be made at any of several levels: the School Promotion and Tenure Committee, the College Committee, the Dean, or the Provost; nevertheless, the procedures for requesting a reconsideration are essentially the same no matter where an adverse recommendation is made. The candidate may ask for a reconsideration only at the level at which the adverse recommendation was made.**

1.2.1 **The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting them. For example, if [the School] Promotion and Tenure Committee (or the College Committee or Dean, or the Provost) advises a faculty member in writing that it is recommending against awarding tenure to such member, the period to request reconsideration would run from the date of receipt of that communication, rather than from the date on**

which the Board of Trustees subsequently announces the names of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the academic dean, or Provost, dependent on the level of request, determines that good cause has existed for the delay.

- 1.2.2 There are two permissible reasons to request reconsideration: 1) an incomplete review of the candidate's file on the part of the [School] Promotion and Tenure Committee (or the College Committee or Dean, or the Provost); or 2) misinterpretation of the promotion and tenure file. The candidate's written request must address the specific examples of the submitted materials potentially not reviewed or misinterpreted. The written request shall be filed in the office of the [School Director] (or in the office of the College Dean, or in the office of the Provost, depending on the level of the reconsideration request) and forwarded to the appropriate Promotion and Tenure Committee.
- 1.2.3 After receiving a request for reconsideration, the [School] Committee (or the College Committee, College Dean, or the Provost) must meet to reconsider its initial adverse recommendation. The [School] Committee (or the College Committee, the College Dean, or the Provost) must meet with the candidate if they so request. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.
- 1.2.4 After meeting to reconsider the candidate's materials, the committee shall vote to overturn or affirm the previous decision. This vote supersedes the previous vote. If the decision is to affirm the initial adverse recommendation, the committee shall address, in writing, either in a detailed summary or by specific points, the reasons to affirm the initial adverse recommendation. The letter will be a part of promotion and tenure file.
- 1.2.5 **If the first adverse decision is at the level of the Dean**, the Dean will inform the candidate of their decision following reconsideration. If the decision is to affirm the initial adverse recommendation, the Dean shall address, in writing, **either** in a detailed summary or by specific points, the reasons to affirm the initial adverse recommendation regarding the candidate's written request. The letter will be a part of [the] promotion and tenure file.
- 1.2.6 After reconsidering the candidate's materials, the Provost shall overturn or affirm the previous decision. This decision supersedes the previous decision. The Provost will inform the candidate of their decision following reconsideration.
- 1.2.7 The candidate's materials for promotion and/or tenure shall be held

in the office where the initial adverse recommendation was made and shall not be forwarded to the next higher Committee until the requests for reconsideration have been completed.

(The bold material is from the Faculty and Professional Personnel Handbook, University Promotion and Tenure document.)

APPENDIX A
BALL STATE
UNIVERSITY COLLEGE
OF FINE ARTS VITA
FORM

(For Tenure and Progress toward Tenure):

STATEMENT OF PROFESSIONAL ACTIVITIES SUBMITTED IN CONSIDERATION
 FOR TENURE OR PROGRESS TOWARD TENURE

(For Promotion):

STATEMENT OF PROFESSIONAL ACTIVITIES SUBMITTED IN CONSIDERATION
 FOR PROMOTION TO THE RANK OF _____

(List all information in reverse chronological order, i.e., most recent first.)

1. Name, current rank, department or school
2. Education
 - 2.1 Degree(s), date(s), school(s), major(s), minor(s)
 - 2.2 Non-degree study
3. Curriculum vitae [summary of employment history]
4. Teaching, Curriculum Development, Administrative History
 - 4.1 Teaching responsibilities (peer and student evaluations--subdivided into objective [cafeteria form] and subjective [letters, anecdotal, etc.]--on file)
 - 4.1.1 Credit classes (List each course and indicate the number of quarters or semesters each has been taught.)
 - 4.1.2 Master's theses (chair responsibilities marked with *)
 - 4.1.3 Doctoral committees (chair responsibilities marked with *)
 - 4.1.4 Honors, awards, and special recognitions for teaching
 - 4.1.5 Other
 - 4.2 Program, Curriculum, Course Development
 - 4.3 Administration
5. Research, scholarly productivity, creative endeavors (Where applicable or as required, indicate if local, state, regional, national or international, and if an accomplishment is juried or refereed, invited, competitive, and/or honorarium paid. In addition, if required by the unit, describe the activity's relative merit based on its impact, dissemination, and peer review.)
 - 5.1 Publications
 - 5.2 Papers read, lectures
 - 5.3 Unpublished (or unpublishable) creative works within the discipline, e.g., contracted professional work, compositions, sculptures, paintings, historical editions, etc.

- 5.4 Concerts, recitals, readings, shows, major purchases of work by collectors or galleries, etc., of a public nature
- 5.5 Conducting, directing, coaching, special preparation of students for competitions, etc. (Applicants must use their own judgment to determine whether this information is best placed here or in Teaching, Section 4.)
- 5.6 Funded grants
- 5.7 Work in progress
 - 5.7.1 Contracted publications in progress
 - 5.7.2 Lectures in progress
 - 5.7.3 Creative endeavors in progress
 - 5.7.4 Directing, coaching in progress
 - 5.7.5 Grants pending
- 5.8 Consulting
- 5.9 Professional growth
 - 5.9.1 Attendance at professional meetings (program participation indicated by *)
 - 5.9.2 Study
- 5.10 Honors, awards, and special recognitions
- 6. Professional service
 - 6.1 Institutional service
 - 6.2 Professional service outside the university
 - 6.2.1 Local
 - 6.2.2 Regional
 - 6.2.3 National
 - 6.2.4 International
 - 6.3 Honors, awards for professional service
 - 6.4 Advising and other student support activities
 - 6.5 Professional memberships

APPENDIX B: School of Music – Individual Evaluation Worksheet for Promotion and Tenure

p. 1 of 4

Candidate Name:	Current Rank:	Pre-Tenure Year: (if applicable)	Date:
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OVERALL RATINGS

CURRENT YEAR	DISTINGUISHED	PROFICIENT	BASIC	UNSATISFACTORY
CONTINUING PATTERN OF ACHIEVEMENT	DISTINGUISHED	PROFICIENT	BASIC	UNSATISFACTORY

NOTE: An Unsatisfactory rating in any one of the three areas (Teaching, Scholarship, or Service) results in an overall rating of Unsatisfactory.

Rate each of the three areas for both the Current Year and the Continuing Pattern of Achievement.

The University P&T Document specifies that “*eligibility for promotion or tenure shall be conducted in light of the University Mission Statement and shall be based on evidence of a continuing pattern of achievement throughout the faculty member’s professional career in the following areas: Teaching; Scholarship; and Service in a professional capacity*” (I.1).

DESCRIPTORS FOR CONTINUING PATTERN OF ACHIEVEMENT

Distinguished	Proficient	Basic	Unsatisfactory
Evidence indicates an exemplary record of continuous activity and achievement since the candidate’s initial tenure-track year in the areas of Teaching, Scholarship, and Service.	Evidence indicates a very capable record of continuous activity and achievement since the candidate’s initial tenure-track year in the areas of Teaching, Scholarship, and Service.	Evidence indicates an acceptable record of continuous activity and achievement since the candidate’s initial tenure-track year in the areas of Teaching, Scholarship, and Service.	Evidence indicates that the record of activity and achievement since the candidate’s initial tenure-track year in the areas of Teaching, Scholarship, and Service is unacceptable and/or not continuous.

General Comments:

APPENDIX B: School of Music – Individual Evaluation Worksheet for Promotion and Tenure
p. 2 of 4

TEACHING

Current Year	Distinguished	Proficient	Basic	Unsatisfactory
Continuing Pattern of Achievement	Not Applicable (candidate's first year)			
	Distinguished	Proficient	Basic	Unsatisfactory
	Evidence indicates exemplary performance in the area of Teaching. This evidence includes outstanding peer and student evaluations as well as additional evidence* appropriate to the candidate's teaching responsibilities that indicates distinguished performance.	Evidence indicates very capable performance in the area of Teaching. This evidence includes strong peer and student evaluations as well as additional evidence* appropriate to the candidate's teaching responsibilities that indicates proficient performance.	Evidence indicates adequate performance in the area of Teaching. This evidence includes acceptable peer and student evaluations as well as additional evidence* appropriate to the candidate's teaching responsibilities that indicates basic performance.	Evidence indicates unacceptable performance in the area of Teaching. This evidence includes concerns reflected in peer and/or student evaluations OR additional evidence* appropriate to the candidate's teaching responsibilities that indicates unsatisfactory performance.
Comments regarding Teaching:				

* Additional evidence includes but is not limited to items listed under 4.1 and 5.1 of the SOM P&T Document.

APPENDIX B: School of Music – Individual Evaluation Worksheet for Promotion and Tenure
p. 3 of 4

SCHOLARSHIP

Current Year	Distinguished	Proficient	Basic	Unsatisfactory
Continuing Pattern of Achievement	Not Applicable (candidate's first year)			
	Distinguished	Proficient	Basic	Unsatisfactory
	Evidence indicates exemplary performance in the area of Scholarship. This evidence must be evaluated in terms of geographical concerns as well as the impact, dissemination, and peer review of the activities in the context of the candidate's specific discipline.*	Evidence indicates very capable performance in the area of Scholarship. This evidence must be evaluated in terms of geographical concerns as well as the impact, dissemination, and peer review of the activities in the context of the candidate's specific discipline.*	Evidence indicates adequate performance in the area of Scholarship. This evidence must be evaluated in terms of geographical concerns as well as the impact, dissemination, and peer review of the activities in the context of the candidate's specific discipline.*	Evidence indicates unacceptable performance in the area of Scholarship. This evidence reflects insufficient productivity appropriate to the candidate's expertise.*
	Comments regarding Scholarship:			

* Activities are listed under 4.2 and 5.2 of the SOM P&T Document.

APPENDIX B: School of Music – Individual Evaluation Worksheet for Promotion and Tenure

p. 4 of 4

SERVICE

Current Year	Distinguished	Proficient	Basic	Unsatisfactory
Continuing Pattern of Achievement	Not Applicable (candidate's first year)			
	Distinguished	Proficient	Basic	Unsatisfactory
	Evidence indicates exemplary performance in the area of Service. This evidence includes outstanding Institutional Service AND Professional Service Outside the University.*	Evidence indicates very capable performance in the area of Service. This evidence includes an appropriate combination of Institutional Service and Professional Service Outside the University.*	Evidence indicates adequate performance in the area of Service. This evidence includes an acceptable combination of Institutional Service and Professional Service Outside the University.*	Evidence indicates unacceptable performance in the area of Service. This evidence reflects insufficient Institutional Service and/or Professional Service Outside the University.*
	Comments regarding Service:			

* Examples of service activities are listed under 4.3 and 5.3 of the SOM P&T Document.

APPENDIX C: Promotion and Tenure Peer Evaluation of Teaching

Peer Reviewer Name:

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

Class/Lesson Observed:

Date:

	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:** _____

Self-Evaluation of Teaching

Candidates for tenure and promotion at all levels must also complete the self-evaluation of teaching form in Appendix C or a 1-page narrative for the same lesson that was evaluated by the candidate's peer.

Candidate's Name:

Class/Lesson observed:

Date:

	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 provided classroom 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: _____

APPENDIX D: Letter to External Reviewers

BALL STATE UNIVERSITY

MEMORANDUM

Muncie, Indiana 47306

College of Fine Arts

School of Music – Ext.: 5-5402

Date: September 15, 20XX

To:

From: _____, Director
School of Music

Subject: External review of scholarship in support of application for promotion to Professor

Thank you for agreeing to review the materials of **Dr. XXXXXX**, a candidate for promotion to the rank of Professor. You will find attached a copy of **Dr. XXXXXX**'s curriculum vitae and other relevant materials listed in the inventory below.

In a letter of 1-3 pages, please first identify your relationship to the candidate and then describe or characterize **Dr. XXXXXX**'s contribution to **their** professional field. Please limit your review to an analysis of these attached materials. Every effort will be made to maintain the anonymity of your review; only the members of the promotion and tenure committees and upper-level administration will view the original letter. **Dr. XXXXXX** will have access to your letter but your identity will be concealed. We ask that your response arrive back at the Ball State University School of Music no later than October 1, **20xx**.

Faculty members in the School of Music are expected to show evidence of significant accomplishment in the following areas: scholarly and/or creative endeavor, teaching, and service. The normal teaching load is twelve hours of classroom teaching per semester (four 3-hour classes or the equivalent) or a twenty-hour load of private instruction (or the equivalent). Service may include membership on one or more committees, administrative duties, or other activities – typically not compensated for with load time.

Inventory of enclosed materials:

1. curriculum vitae
2. supporting materials
3. qualifications for rank of Professor

APPENDIX E: Document Approval History

Approved by CFA Promotion and Tenure Committee: Fall 2005

Note: Editorial changes only since Fall 2005 as required by University P&T Committee

Approved by University Promotion and Tenure Committee: Spring 2007

Document approved by School of Music Faculty: 10/3/07

Document approved by School of Music P&T Committee: 4/6/08

Document approved by CFA P&T Committee: Spring 2008

Document approved by School of Music P&T Committee (edits only): 11/14/08

Document approved by CFA P&T Committee: 11/24/08

Document approved by University P&T Committee (with required edits): 4/24/09

Document approved by School of Music Faculty: 11/4/09

Document approved by CFA P&T Committee: January 2010

Document approved by University P&T Committee: 08/27/10

Document approved by School of Music Faculty: 11/3/10

Document approved by CFA P&T Committee: 1/18/11

Document approved by School of Music Faculty (with required edits): 8/19/11

Document approved by CFA P&T Committee: 10/10/11

Document approved by School of Music Faculty (with required edits): 11/2/11

Document approved by University P&T Committee: 8/27/12

Document approved by School of Music Faculty: 11/7/12

Document approved by School of Music Faculty: 11/6/13

Document approved by CFA P&T Committee: 11/10/13

Document approved by University P&T Committee: 02/28/14

Document approved by School of Music Faculty: 11/5/14 and 11/14/14

Document approved by CFA P&T Committee: 11/17/14

Document approved by School of Music August 18, 2017

Document approved by School of Music September 7, 2020

Document approved by CFA Committee, Oct. 7th, 2020

Document approved by School of Music Faculty: October 1, 2021

Edited: 04/05/14