

TT Salary Policy of Department/Unit: _____ School of Music _____

Changes to document (provide memo) No changes to document

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

Gene P Berger 

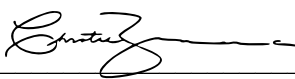
[type name below signature] 12/7/22
Department/Unit Salary Committee Chairperson Date

Dr. Gayle Kearns-Buie 

[type name below signature] 12/9/2022
Department/Unit Chairperson Date

N/A

[type name below signature] _____
College Salary Committee Chairperson Date

Christie Zimmerman 

[type name below signature] 12.13.2022
College Dean Date



[type name below signature] 2/23/23
Chairperson University Salary and Benefits Committee Date



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Changes ___ yes ___XX___ no
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School of Music
Salary/Merit Document
For 2022-2023

Effective January 2023

School of Music
Salary/Merit Document
For 2022-2023
Effective date 2023

I. Statement of Purpose

This document establishes the School of Music policies and procedures for the annual determination of merit pay salary increments; no other forms of salary adjustment are addressed by this document. The purpose of merit pay is to provide incentive for exceptional teaching, scholarship, and professional service.

II. Eligibility

Tenured or tenure-track faculty with appointments in the School of Music are covered by this document, an exception being the Director, who is a member of the Dean's sub-unit.

In the case of positions that are shared between multiple academic units based on the needs of the College, evaluations will be determined yearly by the Unit Heads from the shared areas.

III. School of Music Salary/Merit Committee

A. Membership

1. Representatives will be elected annually to the Salary/Merit Committee. The electorate shall consist of all tenured or tenure-track faculty of the School of Music. The committee will be comprised of two representatives from the combined areas of Music Education, Music History/Musicology, Music Theory/Composition, and Music Media Production (the last two to be considered as a single area for the purposes of representation on the Salary/Merit Committee), and three representatives from the combined areas of Music Performance and Ensembles/Conducting.
 - 1.1 Each representative will be elected to a two-year term. Terms will be staggered.
 - 1.2 Representatives shall serve on a calendar-year basis.
2. Only tenured or tenure-track faculty who have completed at least 2 years of service at BSU may serve on this committee.
3. The Director of the School of Music is not eligible to be elected to this committee; however, the Director will serve as an ex-officio, nonvoting member. If there is an Associate Director, the same applies.
4. Only tenured or tenure-track faculty in "good standing" may serve on this committee. The term "good standing" is understood to exclude any member of the faculty who (a) received an unsatisfactory recommendation during his/her previous

pre-tenure evaluation or who received a dismissal letter or (b) is deemed ineligible for the general salary increase (not merit or market increase) in the most recent review (not applicable to faculty on assigned leave).

B. +Committee Election Procedures

1. Committee elections for the following calendar year are to be held within the first four weeks of the Fall Semester.
2. Voting shall be by written ballot or electronic ballot. Ballots will be counted immediately following the election by persons chosen 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.
3. All areas of the School of Music must be represented over a two-year period.
4. All three professional ranks (Assistant Professor, Associate Professor, Professor) must be represented.
5. The committee must not consist of members representing only a single gender. Should an election result in a committee consisting of faculty who identify as only one gender, an at-large member of a different gender will be elected to the committee as an additional member.

C. Responsibilities

The School of Music Salary/Merit Committee shall:

1. Elect annually a Chairperson from its tenured members. Elect a Secretary from among its other members. Each meeting must be attended by a quorum of four voting members. (A member who is not able to attend a meeting should submit in advance his/her thoughts on agenda items.)
2. Develop annually a timetable for salary consideration.
 - 2.1 The committee will meet the first week of classes in the spring semester.
 - 2.2 Materials will be due on the 1st business day in February.
3. Review annually, as required, the Salary/Merit Document.
 - 3.1. The Director of the School of Music, with the advice of the School of Music Salary/Merit Committee, will annually submit the School of Music Salary/Merit Document to the School of Music faculty for approval and/or revision. The School of Music Salary/Merit Document must be ratified by a simple majority vote of the tenured or tenure-track faculty. Any changes approved by the faculty will be inserted into the document by the Director of the School of Music within two weeks of the vote. The Chair and Secretary of the Salary/Merit Committee will then proofread the document and initial the cover page, certifying the changes are as voted upon. The Director will

forward a copy of the revised document to the Dean's office. The title page of the revised document should include: the date the School of Music faculty approved the document and the date and initials of the committee Chair and Secretary verifying the incorporation of the revised wording. The document changes will take effect in January of the following year.

- 3.2. If revision of the document cannot be approved by the School of Music in time for use the following year, the previously approved document will remain in effect.
4. Review annually the professional performance of each faculty member in the School of Music for merit pay based upon established criteria (see Section IV) and available funds, and approve or change by majority vote the recommendation of the Director (and Associate Director, if applicable) regarding merit increments to be used in the determination of salary adjustment.
5. Hear appeals.
6. Discuss other relevant salary matters.

IV. General Salary Adjustment Policy

Definition of Merit: Merit is defined as going beyond mere satisfactory performance of the basic obligations, and is attributed to a person who exceeds the norm through praiseworthy qualities and achievements. Up to one merit increment is awarded for each of the categories of teaching, scholarly/creative endeavors, and service.

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

- A. Distribution: The merit component of the annual salary adjustment allotted to the School of Music shall be seventy percent (70%).
- B. Eligibility & Increments: To be eligible for merit pay, faculty must exceed minimal expectations in each area of assignment (teaching, scholarship, and service) and submit the required materials by the due date, the 1st business day in February.
 1. Faculty accomplishments in each of the areas will be evaluated as: minimum expectation compensation is represented in the non-merit (30%) salary adjustment
 - exceeding minimal expectations (1 merit pay increment*)
 - outstanding (2 merit pay increments*)

* Only full increments will be awarded.
- C. Minimum Expectations: The aforementioned process serves as an annual review for tenured and tenure-track faculty. Faculty must participate in the Salary and Merit process annually as part of the minimum expectation as a faculty member. It is generally presumed that candidates have met minimum expectations unless evidence suggests otherwise.

1. Minimum Expectations for Teaching.

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

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

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

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

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

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

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

Faculty will administer final exams in accordance with University policy.

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

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

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

2. Minimum Expectations for Scholarship.

Faculty will remain current and maintain a presence in their discipline and a continuous level of productivity. Accomplishments demonstrating this may include, but are not limited to: local and campus performances, presentations, publications, consultations, or clinics/workshops; local and campus performance of compositions; publications in trade journals or magazines; attendance at national/international conferences; submission of grant applications; and on-going work on a long-term project such as a book or substantial article, composition, performance, or recording. (Documentation of completed work on such a project must be immediately presented at the request of the Salary/Merit Committee.)

3. Minimum Expectations for Service.

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

D. Teaching & Administration.

1. Teaching will be evaluated as meeting minimal expectations, exceeding minimal expectations, or outstanding. The highest level of meritorious teaching will be demonstrated by genuinely exceptional work. For teaching to be classified as either exceeding minimal expectations or as outstanding, the student evaluation numerical-summary data from at least one class taught during the calendar year must be provided. The student evaluation data must include both the faculty member's name and the relevant course number(s). This information may not be written onto the forms after they have been downloaded or printed out. Student comments from class evaluations may also be included if the faculty member so chooses.

It is recognized by the School of Music that the reliability of student evaluations is problematic for the following reasons. First, music classes often contain fewer than twenty (20) students (particularly in the applied studio), which is below the number needed statistically to make generalizations about teaching quality. Second, no measures of validity and reliability on the current questions used at Ball State University or in the School of Music have been provided. For these reasons, student evaluations are viewed as only one measure of assessment and are not to be taken as the sole criterion when rendering a judgment on a faculty member's teaching.

2. Faculty members are expected to provide, or have available upon request, evidence of excellence in teaching. This can be done through peer evaluations, documentation of student achievements (where applicable to class taught), student evaluations (one set required per calendar year), substantial contributions to University Core Curriculum or School of Music assessment efforts, documentation of a teacher's effort to stay current in his/her field, or improvements in materials and methodology. Faculty may keep a log of teaching-related activities that go beyond the fulfillment of basic obligations. Any of these may be presented upon request. Annually, the Director must remind faculty of these departmental approved methods. In classifying teaching as either exceeding minimal expectations or as outstanding, the Salary/Merit Committee must consider activities listed under Teaching Support. The committee is permitted to ask for related documentation.

3. Student successes: Only include student successes that occur in the year under consideration. The successes of those students who graduated more than three years prior to the year under review will be given less weight by the committee.
 4. Administration: Faculty who receive loading for Administrative work (such as Music Leadership Team or as an Area Coordinator) should provide information about this work under Teaching. Other administrative work that does not receive loading should be listed under Service. No increments are awarded for Administration, exclusively.
- E. Scholarship: Scholarship will be evaluated as meeting minimal expectations, exceeding minimal expectations, or outstanding. The following criteria for evaluation are adapted from the guidelines in the School of Music Promotion and Tenure Document. They should be interpreted with sufficient flexibility to allow outstanding achievements and contributions in local and regional categories to receive appropriate recognition.
1. Examples of the types of scholarship that may contribute to an evaluation of exceeding minimal expectations include, but are not limited to:
 - Publication of textbooks, book chapters, or entries in reference works regionally disseminated;
 - Publication of articles in non-refereed specialty journals;
 - Publication of substantial reviews or review essays in high-caliber scholarly journals;
 - Presentation of a refereed or an invited original research/pedagogical paper or significant panel contribution at a regional meeting of a professional organization or society;
 - Display of a refereed “poster session” at a regional or state venue;
 - Providing significant content contributions to websites that are not refereed or monitored by an editorial board;
 - Creation and distribution of computer software programs and/or computer instructional materials used or distributed regionally;
 - Producing music works for dissemination regionally;
 - Having original compositions performed by large ensembles, chamber-music ensembles, or soloists of regional stature or at regional venues or at other universities or with established ensembles;
 - Solo or chamber music performances or guest conducting with established orchestras, bands, choirs, or chamber ensembles of recognized high professional caliber, including engagements at other universities; performances as a member of a regionally recognized professional large ensemble;
 - Conducting or leading major Ball State ensembles in significant performances at the regional level;
 - Documented, substantial professional consultant activity of international or national scope;
 - Presenting masterclasses at regional venues or settings (this activity must clearly and substantially exhibit the candidate’s scholarly/creative expertise, otherwise the masterclass should be listed only under “Teaching”);
 - Receiving commissions, awards, grants, or prizes of regional significance (for written word, compositions, and/or performances);

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

Presenting and/or conducting a clinic or workshop outside the local area (this activity must clearly and substantially exhibit the candidate's scholarly/creative expertise, otherwise the clinic or workshop should be listed only under "Teaching").

2. Examples of the types of scholarship that may contribute to an evaluation of outstanding include, but are not limited to:

Publication of scholarly books, textbooks, book chapters, or significant entries in reference works (monitored by an editorial board) by a reputable publisher;

Publication of substantive refereed articles in professional journals;

Publication of performance or scholarly editions with substantive commentary;

Presentation of a refereed or an invited original research/pedagogical paper or significant panel contribution at a national or international meeting of a professional organization or society;

Display of a refereed "poster session" based on original research at a national or international professional or scholarly venue;

Creation of a website based on original research with recognition from outside sources substantiating its public life and stature;

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 by large ensembles, chamber-music ensembles, or soloists of international or national stature or at international or national venues, which could include musically significant colleges or universities;

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

Significant performance on and/or production of professional recordings distributed by reputable labels;

Performances at the international or national level in any of the following areas: significant solo performances, substantive opera or oratorio roles or concerto performances, performances as a member of a nationally or internationally recognized professional large ensemble, significant conducting of large ensemble performances, participation in chamber-music ensembles of high professional caliber (any of these performances also could take place at a musically significant college or university);

Premiering competently a composition of demanding musical and technical difficulty;

Competent performance of major repertory of great difficulty and, where appropriate, from memory;

Conducting or leading major Ball State ensembles in significant performances at the national or international level;

Presenting master classes at national or international venues or settings (the activity

must clearly and substantially exhibit the candidate's scholarly/creative expertise, otherwise the masterclass 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 significant Ball State University scholarly or creative-endeavors award based on university-wide competition;
Receiving substantial funding for research, performance, or creative activity;
Receiving significant national or international recognition and/or distribution of self-produced scholarly and/or creative works.

- F. Service: Accomplishments in the area of professional service will be evaluated as meeting minimal expectations, exceeding minimal expectations, or outstanding. The highest level of meritorious service may include, but is not limited to, receiving an official recognition for outstanding service, or undertaking important duties in multiple significant School or University committees and/or professional organizations.

Service is expected in the primary areas of Institutional Service and/or Professional Service Outside the University. 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. Service items will be weighted accordingly. 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)
Faculty Advisor for a student organization

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

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

- G. New Faculty and Faculty on Special Assigned Leave With Pay: In the same manner that faculty on campus for a full academic year are presumed to meet minimal expectations (see section IV.C), so too it is presumed that faculty on campus for one semester will meet minimal expectations unless evidence suggests otherwise. To be considered for the upper levels of merit pay, such faculty must complete activities that are of such a magnitude that they can be ranked as equivalent to accomplishments of faculty on campus for the full academic year.

V. **General Salary Adjustment Procedure**

The procedure for distribution of funds allocated to the School of Music for faculty salary adjustments will follow the general Salary Adjustment Policies established by the University.

A. All faculty must submit a annual report (Summary of Accomplishments) through digital format desired by the University and College or (Digital Measures). Annual reports should document the individual's academic and professional activities within the period of the preceding calendar year only (January 1st through December 31st). No other procedure will be accepted. The Summary of Accomplishments form (Appendix A) must be limited in length to two 8-1/2" x 11" single-sided pages. When the page limit is exceeded by the faculty member, only the first two pages of the submitted form will be considered for merit. Faculty applying for recognition of teaching beyond the level of meeting minimal expectations must provide the results of the student evaluations from at least one class, per the instructions in section IV.D.1. and attach the file to Digital Measures appropriate report venue. All activities should then be added to the approved electronic application.

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B. The Salary/Merit Committee will deliberate to determine the merit increments to be awarded (0 to 6) to each faculty member who has submitted the appropriate materials and student evaluations.

1. The committee may request additional documentation as needed to complete the review, but no new material can be submitted after the due date.

C. In the same manner, the Director shall deliberate to determine his or her recommended salary/merit increments for each faculty member. His or her recommendations will be submitted to the Salary/Merit Committee in an alphabetized list for consideration. If there is an Associate Director, he/she will work with the Director in making a recommendation.

D. The Salary/Merit Committee shall meet with the Director to discuss the findings and come to a consensus on the distribution of salary/merit increments. The responsibility for the final decision regarding increments awarded to each faculty member rests ultimately with the Salary/Merit Committee, determined by simple majority vote.

E. The final decision, as approved by simple majority vote of the Salary/Merit Committee, will become the official School of Music merit-increment list. The Chair of the committee will forward the list to the Dean. The submitted Summary of Accomplishment Forms will be available for the Dean to review. The monetary value of each merit increment will be calculated from the sum of all the merit increments divided into the merit pool Section V. I. of the Salary Merit Document.

F. A member of the School of Music Salary/Merit Committee may not deliberate salary adjustments for him/herself.

G. Each individual shall be informed of their recommended salary adjustment by the Director of the School of Music before the 4th week of March of each year.

H. After appeals are completed, faculty having concerns regarding their merit status may request a joint consultation with the Director and the Salary/Merit Committee Chair to

review his/her merit application and receive suggestions for maintaining or improving his/her merit status for the future.

- I. The merit portion of the annual appropriation for salary increases (minus promotions) shall consist of 70% of the annual appropriation for salary increases.

Faculty members receiving increases associated with promotion are also eligible for merit increases in the same year.

VI. Reconsideration and Appeal

- A. A faculty member may request and shall be granted an informal meeting with the Director of the School of Music and the Chair of the Salary/Merit Committee to seek out general information and clarification related to his/her salary adjustment.
- B. Formal reconsideration requests must be submitted in writing to the chair of the School of Music Salary/Merit Committee within ten university business days of notification of that year's salary/merit decision. Reconsideration provides an opportunity for a candidate to clarify content of material. The Salary/Merit Committee will schedule a reconsideration hearing within ten university business days of receipt of the written request; a quorum of voting members and the ex-officio member must be present at the hearing. The faculty member may request to speak to the committee for 20 minutes at the beginning of this hearing.
- C. Within ten university business days following the reconsideration, the Salary/Merit committee will provide a written response summarizing the outcome. This response is provided to the faculty member and the Director. If there is continued disagreement, the faculty member has the opportunity to appeal his/her position in written form to the Dean.
- D. Appeals examine the process followed and not the content of materials. An appeal may be filed without following the reconsideration process. Appeals may be made on either one or more of three bases:
 1. Procedural violations, which allege that during evaluation of an applicant's materials there were specific infractions of the procedures set forth in the Faculty and Professional Personnel Handbook and/or other relevant and approved sub-unit or college documents;
 2. Allegation of unfair treatment on the part of the decision makers.
 3. Allegation of discriminatory treatment on the part of the decision makers.

No other basis is admissible

- E. The SoM will file all documents of requests and judgement in the personnel file of the aggrieved member.

VII. Financial Contingency

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

VIII. Unsatisfactory Performance

If the annual evaluation of performance for a tenure track faculty member does not meet the minimum criteria for satisfactory performance (minimum expectations) in each area (Teaching, Scholarship and Service), the faculty member's performance is deemed unsatisfactory, and they will not receive a salary adjustment increase or merit points adjustment.

If the faculty member does not submit an annual report in the format established by the School of Music, the individual's performance will be considered unsatisfactory in all three areas (Teaching, Scholarship and Service).

IX. Chronic Unsatisfactory Performance

Two consecutive unsatisfactory evaluation years or three unsatisfactory evaluations in five years for a tenured faculty member trigger a remediation process. Unsatisfactory completion of the remediation process is the definition of chronic unsatisfactory performance.

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

replacement of a subcommittee member within ten business days as specified in paragraph 3 below.

1.1 Subcommittee Responsibilities

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

1.1.2 Review outcomes of remediation plan created the previous year.

2. A faculty member may request that a college committee be formed in place of the departmental committee to develop the remediation plan. If requested, the Dean will establish a committee of tenured faculty members with the following qualifications:

- Member of the college
- Appointed based on ability to be objective and demonstrated academic strength, and
- Participants hold the same or higher rank than the faculty member being reviewed.

The committee will consider the department salary/merit document, especially the minimum standards required for satisfactory performance, during the development of the plan.

3. If the tenured faculty member being reviewed has cause to believe a committee member is biased against him/her, the tenured faculty member may request to the committee chair, in writing, to have that committee member replaced. This request must be submitted within 10 business days prior to the first remediation subcommittee meeting. The request at the department level is automatically granted.

4. The Director and Dean must approve the remediation plan. The remediation plan must be sent via registered mail to the tenured faculty member's home address by June 30th or 30 days after an appeals process is completed, whichever is later. The said plan will be placed in the tenured faculty member's personnel file.

4.1 As a part of the performance evaluation the following year, no sooner than 12 months after the remediation plan was initially mailed to the tenured faculty member, the outcomes of the remediation plan will be reviewed by the remediation subcommittee which created the plan to determine if the expected performance levels as set by the remediation plan have been met.

4.1.1 If the terms of the remediation plan have been met, the tenured faculty member's evaluation is deemed satisfactory for the calendar

year in which the faculty member is under remediation. This evaluation replaces the annual evaluation of performance specified in the subunit salary/merit document for that year.

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

5. The tenured faculty member has the right to appeal. This process will follow section VI above.

- C. Any tenured faculty member who meets the definition of chronic unsatisfactory performance will be referred to the "Procedures in Cases where Termination of a Tenured Faculty or Tenured Professional Personnel Member's Appointment is Proposed" in the Faculty and Professional Personnel Handbook.
- D. Any tenured faculty member currently evaluated as unsatisfactory in the Salary and Merit process cannot serve on a Salary and Merit or Remediation Committee.

**APPENDIX A
SCHOOL OF MUSIC**

20____ Summary of Accomplishments

Name: _____

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

II. TEACHING SUPPORT: (Recruiting, directing assignments, supervision of laboratory classes, doctoral committees, student successes, competitions, field trips, visiting artists, assisting graduate assistants, supervising concerts and student projects, curriculum, other administrative work for which the faculty member receives load credit.)

III. CREATIVE/SCHOLARLY WORK:

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

1. International, National, or Regional

2. Local

B. Consultations

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

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

1. International, National, or Regional

2. Local

E. Other: (Creative/scholarly work)

IV. SERVICE: (Committee Memberships [other than doctoral committees], Professional Organization Service, Other Service including administrative duties not covered or loaded under Teaching.)

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

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